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MARCH
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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
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L. M. BINGHAM, *Editor*

IN THIS ISSUE

	<i>Page</i>		<i>Page</i>
Editorial	7	News Forum	19
The Story of Goss and DeLeeuw	8	Taxation	41
Do Signs Tell Where You Live and What You Make?	11	Transportation	42
Attitude Appraisal	12	Business Pattern	43
Ashland Corp. Polls Its Employees	14	Accounting Hints	46
New Industries of Connecticut	17	Purchasing Notes	47
Production Control Applied to Tooling Program	18	It's Made in Connecticut	49
		Advertising Index	56

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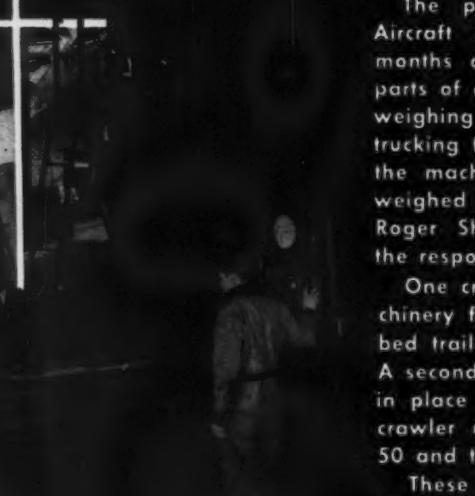
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N. J. "Big Pete" Grenier
Foreman on this project.



ROGER SHERMAN

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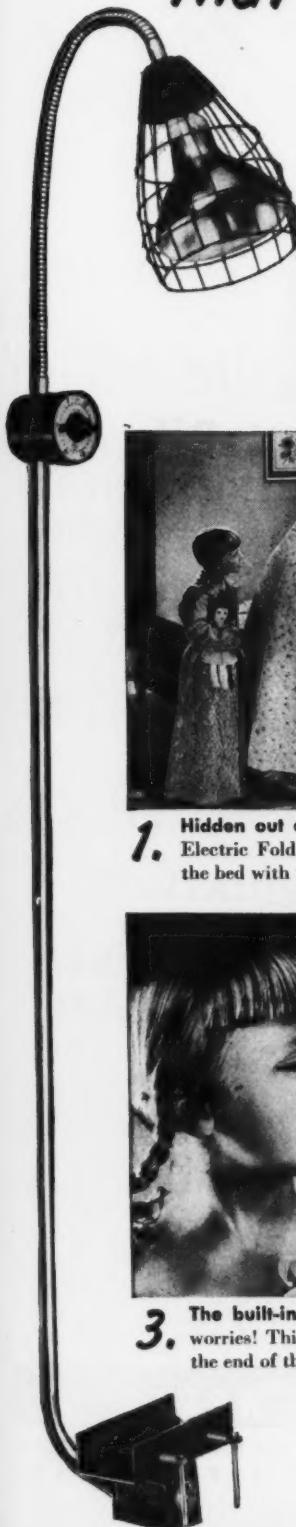
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THIS grand, convenient sunlamp clamps to your bed—and hides away out of sight when not in use!

And you get so much for so little! Comes complete with a General Electric RS Sunlamp bulb and a built-in Automatic Timer. No need to wear dark glasses—for General Electric has put the sunglasses right on the bulb!

The Automatic Timer sees that you get just the amount of exposure you want,

then switches the lamp off automatically.

See the General Electric Fold-Away Sunlamp at your dealer's. See how it brings the benefits of sunshine to you and your family all year round! The G-E Heat-Lamp bulb can be substituted if desired. General Electric Company, Bridgeport 2, Conn.



SUNLAMPS



1. Hidden out of sight when not in use, the General Electric Fold-Away Sunlamp swings out from under the bed with the easy pressure of your finger tips!



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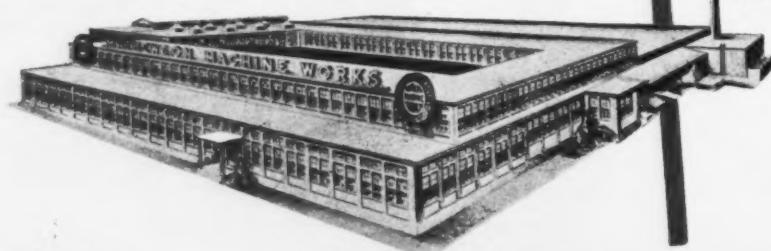
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Many New England industries are finding immediate solutions to the myriad of machining and manufacturing problems on calling Mathewson's. Of course few such problems are settled over the telephone, but such a call generally starts the wheels going. With work covering an exceptionally broad scope of the machining and manufacturing industries, Mathewson today invites the opportunity of tackling your machining problems. From the initial planning stage to the finished product our large and experienced force, working in a well-rounded plant, is ready to help and work for you. Call or write today — a job done at Mathewson's is a quality job.

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ROBERT GAIR ANNOUNCEMENT

About April 1, 1948, our new Kraft Liner Board Mill will come into production at Port Wentworth, Ga. This high speed modern Mill will supply the tonnage of Liner Board for fabrication into Corrugated Shipping Containers by the Nine Gair Box Plants located at

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Why men are FREE to venture

"Connecticut insurance companies, in lifting the personal risks from the shoulders of American men and leaving them free to make business ventures, have made an important contribution to the progress of the United States. In the light of history, this contribution may prove even more important than the huge sums the insurance companies have assembled and provided for capital improvements and the billions of dollars they have disbursed in loss payments and benefits. And the fact that the citizens of Connecticut are among the best insured in the entire country, may help to explain why Connecticut has exerted an influence for progress all out of proportion to her population and area."

From an address by JESSE W. RANDALL, President

The Travelers Insurance Companies

Hartford, Connecticut

Dangers in Our Tax System

By EDWARD INGRAHAM, *President*

THE recent special session of the General Assembly, devoted exclusively to the single problem of state taxation, has brought into the open as never before the issues involved in providing state revenue under a democratic form of government. Not only the experts, the organized groups and the political parties, but also the average citizens of Connecticut, have given considerable thought to these issues and have expressed their views and beliefs.

We have heard much from all sides about the "ability to pay" principle in taxation. This idea can mean different things to different people. Pursued to its logical extreme, it could mean that the burden of government must be borne entirely by the wealthier citizens until a complete leveling off of personal incomes has been achieved. Yet many sincere advocates of the income tax do not look upon the "ability to pay" principle as an instrument of social or economic reform of this kind, but rather as a fair charge made to the taxpayer measured in some way by the value of the governmental protection or benefit which he receives. In this sense, the "ability to pay" idea is only one of degree, and the term is only loosely descriptive of its import. But to the average citizen, "ability to pay" means essentially one thing: That somebody else will pay the tax, because he knows that others have greater means than he does. All taxes are unpopular, except the ones that are paid by somebody else; therefore, the "ability to pay" principle presents an overwhelming initial appeal to the vast majority of our citizens. In our democratic process, then, isn't there a constant danger that the strength of the majority will progressively press towards a tax structure which shifts the entire tax burden to the minority?

The same tendency was manifested in the recent sales tax debates, within the narrower framework of the sales tax structure itself. The issue was presented as to how exemptions and benefits should be divided up between business and industry on the one hand, and citizen or consumer on the other. There was no mistaking the political force behind any modification of the law which would give *immediate* and *visible* relief to the individual citizen, or voter, and there was equally potent opposition to any adjustments in the tax on industry's instruments of production, because the wage earner and the housewife were not impressed with the indirect benefits which they might reap if the competitive position of their state's industry were improved. Here again, the immediate interest of the majority obviously lay in letting somebody else pay the tax. Thus the basic instinct of self-protection drove a further wedge between the citizen and the source of his livelihood. No better illustration of this tragic condition can be found than in the well-intentioned but fallacious argument that "any concession to industry must be matched by an equivalent benefit to the consumer."

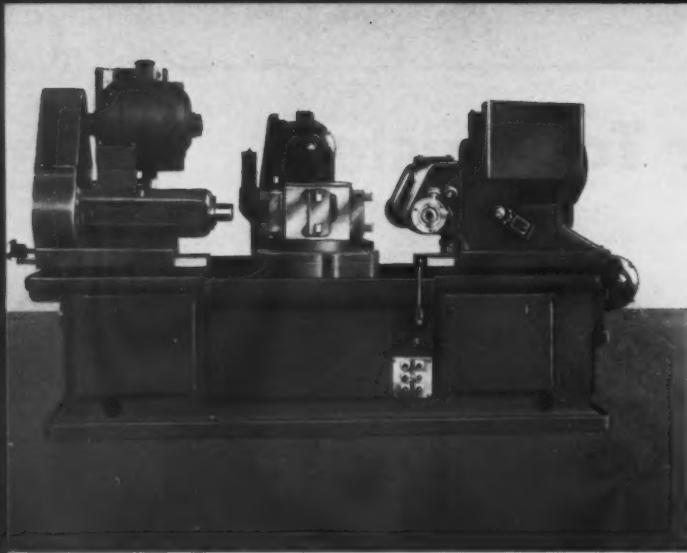
People will say that these pressures have existed since the nation was founded and that it is an exaggeration to talk of the inherent power of self-destruction in a system which has survived so long. The same people can also point to the results of the special tax session of Connecticut, where the income tax was again rejected and the sales tax

conflict resolved by a compromise which recognized in part the need for industrial exemptions as well as for individual benefits, and say that it will not happen here. Yet it cannot be denied that the potential power of the majority to free itself from any major tax responsibility at the expense of the minority is one which requires eternal vigilance on the part of those who would preserve our democratic form of government or, if you will, our capitalistic system. This system is one which cannot endure without safeguards against excessive assessment on wealth and business enterprise. If we believe that the initiative, planning and guidance for national life must come from private sources, and not from governmental bureaucracy, we must find a way to check the popular conception that business and the upper income brackets can and should pay the bill for the growing costs of government. The tax experts, the economists and probably most of the legislators realize that this is wrong, but the *political appeal* of this process appears to be irresistible. The recent Saxon report has correctly labeled the vice of our present system as "representation without taxation". A citizen who pays no tax is still a voter, and why shouldn't he vote to keep it that way?

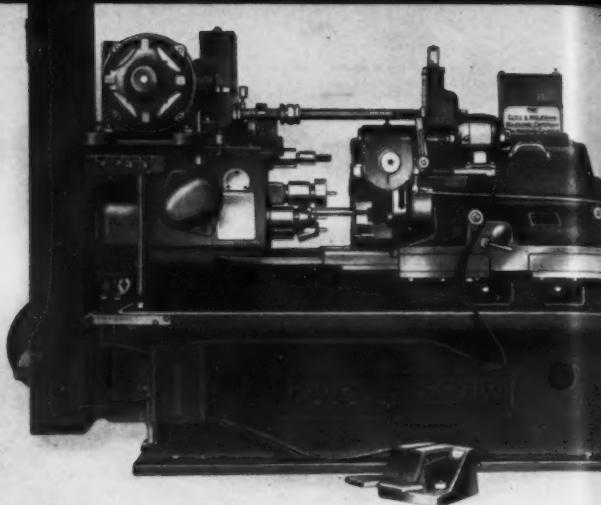
There are two ways in which a democracy can protect itself against destructive action by majorities. The first is by education of the people themselves. The second is by constitutional checks and balances which guarantee the rights of minorities.

If the voters are given a chance to understand that taxes will destroy things that they want preserved, they will not yield as easily to the immediate desire of shifting the burden on to others. As a result of public discussion, the people of Connecticut undoubtedly have acquired a better understanding of how taxes affect industry, and hence the jobs and welfare of the wage earners. Perhaps they have also learned from this discussion that a free enterprise system needs venture capital and an incentive to take risks and to produce. If so, a good start has been made in the educational process which is vital to a sane development of our tax laws. We must continue to promote this confidence in our economic system so that the average citizen will feel identified with, and not antagonistic to, its institutions.

Our State and Federal Constitutions safeguard the civil and religious liberties of the few against violation or destruction at the hands of the many. Yet strangely enough no limitation is placed upon the potential destruction of property rights of minorities through taxation. There is nothing to prevent the government from taxing income in such a way that private sources of capital, or the basis of our economy, will disappear. If this should happen, there can be no alternative but an authoritarian state to plan and direct our economy, and our nation would at best become a democracy in name only. If this be so, there is singular force behind the reasoning of those who would write into our constitutions now a limitation upon the proportion of income which may be taken in taxes. This approach to the problem deserves serious consideration. The adoption of such a constitutional amendment in a time of comparative prosperity could do much to forestall irrational tax measures in the future.



THE GOSS & DeLEEUW "One-Two-Three" Chucking machine is a new development in automatic chuckers. On various types of work it performs one to three right or left hand threading operations simultaneously.



THE GOSS & DeLEEUW Tool Rotating Duplex Automatic Chucking machine. This machine is the present development of the original model and incorporates all the improvements and changes that have taken place through twenty-five years of manufacture.

The Story of Goss and DeLeeuw

ONE of a continuing series of articles on Connecticut industry at work

TWENTY-FIVE years is not a long time in the lives of many New England industries. In some quarters a silver anniversary is considered merely growing out of the adolescent stage. In more than a few instances, particularly here in Connecticut, a full century of business activity is looked upon as only a warming-up period—just a preliminary workout for the future.

During the past year the industries celebrating 100 years of service have had a field day. There seems to have

been some astrological factor that made 1847 a year for establishing a business. Throughout New England we find "Est. 1847" on many a lithographed letterhead to this day. Apparently in that memorable year it was only necessary to "start something" most anywhere around here and watch it grow. Yes, 1847 was a free enterprise year for certain—a year of remarkable men—men with intensive prowess, men with fixity of purpose—men who did a full day's work.

How true it is that some undertak-

ings accomplish more in twenty-five years than others can in a hundred and twenty-five. It was just so with the Goss & DeLeeuw Machine Company which in 1947 celebrated its 25th Anniversary.

In 1921 Stanley T. Goss of New Britain conceived the idea of a new chucking machine—both tool and work rotating types. Goss knew, from his actual experience in the machine shop and from the requirements of the trade, precisely what changes were needed in an automatic chucking



AERIAL VIEW OF GOSS & DeLEEUW PLANT IN KENSINGTON, CONN.

machine. He discussed his ideas with Howard S. Hart, Norman P. Cooley, and Charles F. Smith, three of New Britain's leading industrialists, all of whom encouraged him to go ahead with his plans. These men not only gave Stanley Goss the inspiration and encouragement he needed, but they also agreed to subscribe substantially to stock in the enterprise.

The first step in the project was to get the new machine on the drawing board, so Goss went directly to the person he considered to be the outstanding designer of machine tools in America as well as Europe—Adolph L. DeLeeuw.

DeLeeuw was quick to recognize and appreciate the advantages in the new "chuck." He recommended additional improvements—an advantageous change in the basic design—and was eager to be a partner in the business.

A corporation was formed in New Britain, Connecticut, on December 12, 1922, with an authorized capital of \$100,000, sixteen thousand of which was paid in. The incorporators were Stanley T. Goss, Adolph L. DeLeeuw and John S. Black.

At the end of 1922 the plans and specifications of the new tool were in embryo. There were no factory buildings, no machinery, no stock of parts, and no machinists. The main office was a living room in the Goss home, and most of the corporation's affairs were filed under Stanley's hat and in his pockets.

For many months the company's activities were devoted entirely to mechanical design with the draftsmen



STANLEY T. GOSS, President
The Goss & DeLeeuw Machine Co.

in the DeLeeuw New York office, until the original model of the first chucking machine was on blue prints.

At this time a fortunate alliance was made with The American Machine & Foundry Company at Brooklyn, N. Y., which resulted in a most cordial business relationship that lasted many years.

Besides the incorporators the first men to become actively associated with the new enterprise were Edwin H. Peck and Albert E. Hall, both of whom moved to Brooklyn and lived right there while the first experimental machine was being built and tested at the plant of the American Machine & Foundry Company. In fact, these men, under the direction of S. T. Goss and

A. L. DeLeeuw, actually built the original model.

During the early months of 1923 the Goss & DeLeeuw officials purchased a small building in Kensington. It has been used as a macaroni factory, but had possibilities. While the floor space was small, the building had a railroad siding and there was ample acreage for expansion.

Although this site was near the Berlin railroad station, the property was actually in the town of Kensington, and the company for several reasons felt it advisable to use a New Britain address. This has caused some confusion for the past twenty-five years, since visitors to the Goss & DeLeeuw Machine Company of New Britain, Connecticut, frequently went to the Berlin station and were obliged to

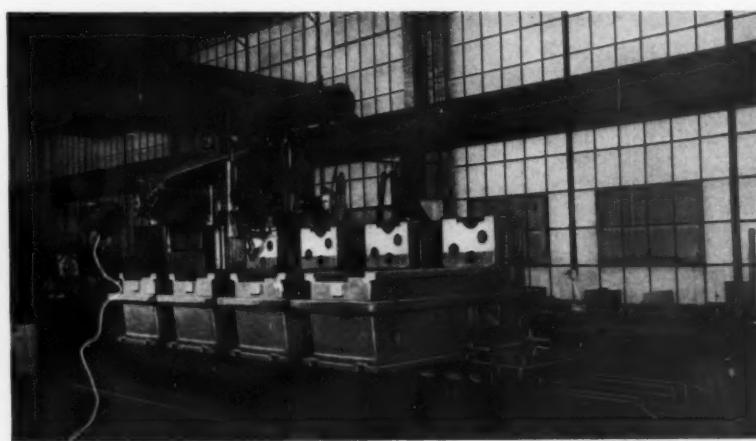


THIS MASSIVE 56" Bullard Vertical Turret Lathe is used in turning, boring and facing the turrets of the Goss & DeLeeuw tool rotating chucks.

cross the tracks into Kensington to reach the plant. The Kensington address is now used exclusively.

As soon as the Company took possession of the property, the "number one" model of the new chucking machine was shipped up from Brooklyn. At this point Joseph J. Spring joined the organization as mechanical engineer so Peck, Hall and Spring with Stanley Goss made up the entire staff.

In the beginning Stanley T. Goss did all the organizing, financing, buying, selling, hiring and firing. A. L. DeLeeuw acted in an advisory capacity and his counsel was invaluable. It soon became evident that there was considerably more to running the business



A CINCINNATI PLANER with a sixteen foot table is shown above finishing the front face of the headstock of four Goss & DeLeeuw Automatic Chucking Machines.



THE ORIGINAL FACTORY of The Goss & DeLeeuw Machine Company in Kensington, Conn.

than shop practice, machinery and engineering. There were letters to write, records and books of accounts to maintain, plus all manner of clerical activities, so in 1924 Andrew J. Crozier came to the Company as office manager.

It was a gala day at the small plant when the first Goss & DeLeeuw Chucking Machine was being crated for shipment. There was considerable pride wrapped up in this big package—pride mixed with toil and the efforts of head, heart and hand, plus all the vicissitudes that go along with the formation and establishment of a business and the manufacturing of a new product.

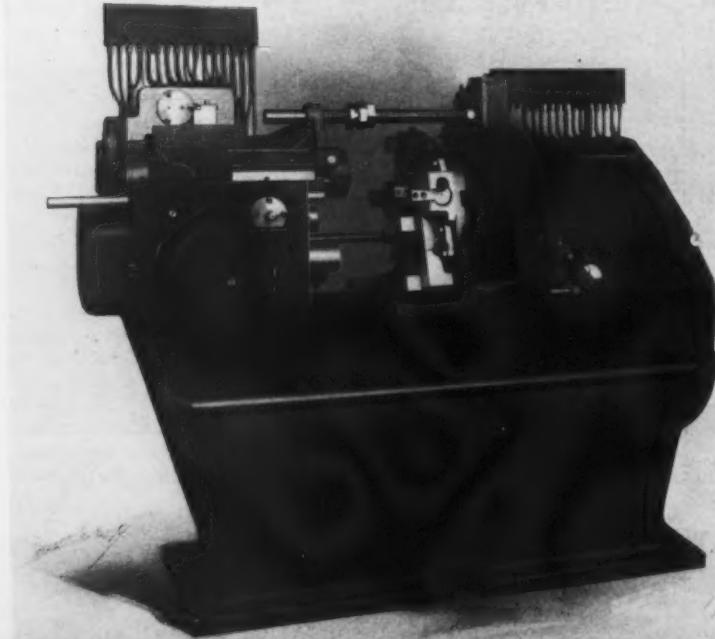
The entire organization that day watched the ambition of years roll out of the factory yard. It was the new Company's first piece of business as well as its first opportunity for income which was desperately needed and vital to its success, in fact a large part of the Company's assets and capital were tied up in that crate.

Within a week from the day of this first shipment, word was received

at the Goss & DeLeeuw plant that the concern to which this costly machine had been shipped had gone bankrupt. The details of how a company executive went by train, taxi and motor truck to the destination of this shipment and got the machine out of the plant then in bankruptcy and back to the little shop in Berlin have never been fully explained. Suffice it to say, this first transaction resulted in no loss to the corporation.

As improvements were made in the "Chucker," so did the sales grow in volume. The small assembly plant was literally bulging, and in 1926 the Aberthaw Company was given a contract for a large addition which made a substantial increase in the production facilities. Within two years, because of continued business expansion and development of a new machine, a second addition was constructed. This added space was utilized almost wholly during the lush, peak year of 1929 when the sales volume reached a record high. Then with great suddenness sales dipped to an absolute zero

THE ORIGINAL MODEL of the Goss & DeLeeuw chucker. In 1923 when it was produced it was an exciting departure in automatic machine tools of this type.



and remained at that unpleasant point or close to it through the depression years of the early 1930's. Costly, high production chucking machines of this type were unsalable to a stagnant industry. Yet the Goss & DeLeeuw plant kept going, machining spare parts until European war clouds began to gather.

The days of "Preparedness" and production for the National Defense Program were important ones for the Company. During 1938, '39 and '40 heavy duty Boring Mills, Planers, Lathes, Milling Machines, and Grinders were installed so that all parts of the "chucker" could be produced at the plant. This brought about a milestone in the growth of the Company.

This new heavy equipment was the largest in these parts and called for a third addition to house the expansion. These super machine tools enabled the Company to perform mechanical operations that were not possible in any other machine shop in this vicinity, and resulted in a great deal of special work for the U. S. Government during the war years. The Company continues to enjoy a substantial business in outside work on these large tools where machinery of large calibre and capacity is required.

The present officers are Stanley T. Goss, President; J. J. Spring, First Vice President and General Manager; A. J. Crozier, Vice President and Treasurer; H. J. Hauck, Vice President and Chief Engineer; Charles P. Goss, Vice President; John S. Black, Secretary.

The Goss & DeLeeuw Chucking Machine is now famed throughout industrial America and enjoys an enviable representation in the principal industrial centers of the world.

For the twenty years before his death in 1942, Adolph DeLeeuw lived to see a basic idea developed into a prosperous and successful enterprise.

The beginning and the success of this business is an example of free men under a system of free enterprise. The abilities and vision of two men were convertible to opportunities, but it was not two men alone. Soon a third and fourth were needed until there was a small group of men all working side by side in an old macaroni factory. The organization grew. And now, a quarter of a century later, 54% of the men employed in 1927 are still working together, side by side, in one of the nation's most modern plants—a fitting tribute to the American tradition that makes such things possible.

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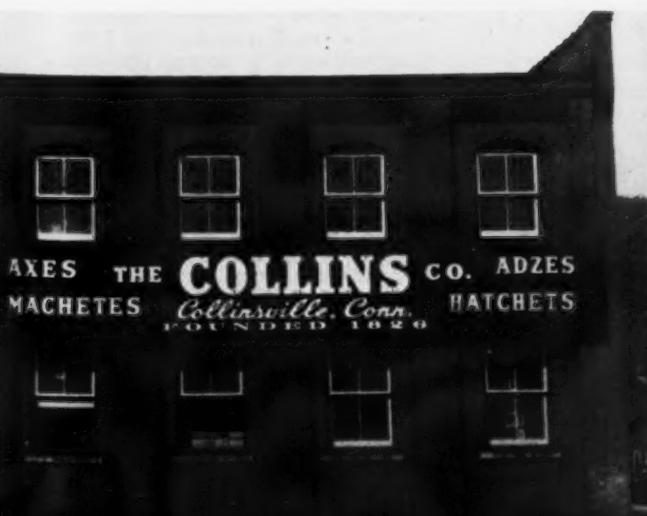
Do Signs Tell Where You Live and What You Make?

MANY factors combine to determine the attitudes of people toward any business organization—and one of these is the identification of the plant or lack of it. Although a mere sign, however attractive, will not mold favorable opinion for a given manufacturing organization, it will serve to make a

favorable first impression in two ways. First, it renders assistance to the person who, for the first time, is attempting to locate the plant, and second, such marking signs are usually regarded as an indication that the management of the organization is progressive. If name and product signs are well placed where they can be seen

by thousands of people passing nearby on a heavily traveled main road or railroad, they represent good low-cost advertising over a period of years.

Before, during and since the Connecticut Tercentenary Industrial Exposition in 1935, the Association, both through bulletins and mention in *Connecticut Industry*, has sought to induce all manufacturers to mark their plants adequately with signs, both as an advertising medium and good-will builder. However, there is still much room for improvement in existing signs and by many companies whose plants are yet unmarked, except for a name plate on or over the office door. In these days when industry needs to utilize every available medium to make friends and to sell its economic and social value to the community, to all visitors and to those who merely pass by its doors, it is hoped that many more industries will mark their plants as well as the Pratt & Whitney Division of Niles-Bement-Pond Co., A. C. Gilbert Co. and the Collins Co., whose signs are pictured here. *Connecticut Industry* will be pleased to publish photos of any other good factory signs shortly after receipt of good glossy photographs—all as a continuing reminder of their value.



Attitude Appraisal

By W. K. PANZENHAGEN, President, Office Management Services, Inc., Hartford

Ed. Note. Be sure to read the next article, "Ashland Corporation Polls Its Employees," which is a fitting sequel to the foregoing article.

SYSTEMATIC appraisal of employees' attitudes is now a recognized technique for use in building a better working organization.

If the appraisal of employees' attitudes is of importance, then it is logical to conclude that the individual employee has an important place in our economic structure.

How important is the employee in business and in industry? At least two facts prove his importance. The cost of labor for one, and the scarcity of available help for another prove that the individual wage or salary earner has assumed an important place.

Wages are higher now than at any time in the history of industry.

Cost of labor represents an ever-increasing percentage of the total cost dollar.

Replacements are difficult and labor turnover is rising.

Employees have become free to undertake steps which bring them nearer a high level of living standards—levels that they were unable to reach until recent years.

What Employees Want

Labor today imposes a great influence on the dollar profit or loss of business. It has been known to apply pressure, which has closed the gates of factories and shops for long periods of time, and in some isolated cases forever.

Does this unending drive always terminate, temporarily at least, with more money for the employee? Certainly the employee feels that he must have a so-called living wage, and he will go after all he can get. However, what he wants equally as much is an equitable wage. He wants fair pay for his work in comparison with community standards. He wants to be paid fairly for the amount or quantity of work he is doing. He wants his own wages to bear a fair relationship to those received by others doing the same kind of work, and in different work within his own organization.

In addition to compensation, the employee wishes to have other satisfactions.



W. K. PANZENHAGEN

He wants security—permanence of employment. He wants an opportunity—to advance to a better paying job. He also wants to earn advancement by recognized ability and meritorious service. He wants to have pride in a job, in his own work, in his work group, and his employer; he wants to know what is going on; he wants praise for work well done, and constructive criticism on work that needs to be improved; he wants to believe that work is well planned, and that he is part of a good organization; he wants a friendly atmosphere, and an attitude of cooperation on the part of his superiors right up to top men; he wants to be enthusiastic about his job, about his group on the job, about his boss, and about his employer.

Management Gains

Now if management strives to provide reasonable compensation for its employees, and if it otherwise satisfies them, what in return is management's gain? The gain that management can realize will include factors that reduce costs, and lead to a harmonious force. More specifically, management should gain the following: 1. Decreased turnover; 2. Decreased absenteeism; 3. Higher production; 4. Higher quality of production; 5. Better public rela-

tions; 6. Higher caliber of job applicants and thus higher caliber of employees.

Filling the Gap

Good employee-employer relations and the expected benefits from such a desirable state cannot be begged or bought.

So-called employee benefits have a place in sound personnel administration, and in most cases these benefit programs fill a real need. However, in recent years pension plans, group insurance, profit sharing, suggestion systems, and the like, too often have been thrown into the gap between management and employees, and they have failed because they did not eliminate the basic causes of employee unrest. What is the best method of filling the gap between the two factions? That is a good question.

In my opinion, the way to win is

1. To determine the real causes of employee dissatisfaction.
2. To plan a program of corrective action.
3. To follow the best plan intelligently.

Systematic appraisal of employee attitudes may serve at least four important purposes:

1. To determine the general levels of employee morale—is it excellent, very good, good, indifferent or bad?
2. To find the largest area of undesirable attitudes in which corrective action is most necessary. Is this condition prevalent in the shop, in the office, or in specific departments, or groups of employees?
3. To test the soundness and effectiveness of all existing personnel policies such as Employment Methods, Wage and Salary Administration, Merit Rating, Promotion Plan, Vacation Plan, Benefit Program, Shop and Office Facilities for Employees, Social Activities and others similar or related.
4. To provide a basis for developing a sound comprehensive program that embraces all phases of relationship with employees, and

one that will really satisfy the basic needs of the employees.

Why is systematic appraisal of employees' attitudes necessary? Or, why is it necessary for management to appraise attitudes formally, when its own supervisory force is in daily contact with employees? The answer is simple. The flow of information upward does not follow a true and good course. It flows by devious routes, and during its course it changes color and meaning. When it finally reaches its terminal the changing elements have made its report very unreliable. In some cases management does not listen to reports on events and occurrences which indicate poor attitudes. Too often they say: "We pay them to work here, don't we?—If they don't like to work for us, let them go elsewhere."

Isolated Cases Misleading

Management is frequently misled by isolated cases and it minimizes their import. Too often it assumes that the few complaints reported to them represent the general level of attitudes, and it lulls itself in the belief that all is well. Management often assumes that benefit plans they favor are accepted by all other employees. Often employee attitudes are suppressed by superiors. Few superiors, even if sympathetic with employees, will jeopardize their own position by reporting adverse attitudes to top management. As a matter of fact many rank and file employees take the same position. They themselves, for the sake of job security, and the fear of job loss, do not report conditions of which top management should be aware for the good of its entire organizational structure.

Appraisal Techniques

There are several tried and tested techniques by means of which employee attitudes may be evaluated.

The informal method is a method by which any good supervisor is continually evaluating attitudes in his own way. He seeks to know employees' feelings, and to conduct his own behavior accordingly. This method is very limited, and only of value when undesirable attitudes are reported to those who are influential enough to do something about them in order to better this condition. In any event, supervisors are sensitive to the opinions and feelings of subordinates, simply because they are exposed to contact with the well from which attitudes come to the surface, but too often action does not follow exposure.

Statistical methods lead to analysis of turnover rates, number and kind of grievances, and similar and related facts certainly indicate attitude levels. But at best, they are much like locking the barn after the horse is stolen. Rarely do they give real reasons for undesirable conditions, and if they do, it is too late to apply the cure. The damage is done.

Special Interview Methods are effective in reaching the roots of employees' attitudes. They provide a good opportunity for gathering data to gauge the intensity of ill feeling. They are, however, most effective when expressed attitudes are further evaluated before undertaking corrective action. In my opinion, best results are obtained by outside interviewers; employees express themselves more freely to a person or persons not directly connected with the organization. However, if cautiously handled, interviews of this type can be effectively conducted by members of the personnel department.

The Questionnaire Method, attitude appraisal by the formal technique (Use of Questionnaire) is, in our opinion, most effective.

1. The Questionnaire Method provides the proper tool to process attitude reports. They are no longer verbal, but they become records for further analysis and subsequent action.
2. The Questionnaire Method provides the basis for statistics with meanings, and a better yardstick by which to measure the various levels of attitudes.
3. The Questionnaire Method requires less time than verbal reports.
4. The Questionnaire Method can be used in all areas of the organization at one and the same time.

A formal survey with a properly designed questionnaire will secure a good response. It will encourage employees to respond more freely than they would under any other method. It provides leading questions with alternative answers.

Every attitude survey holds many surprises for management, and no two surveys will reveal the same results. Broadly, however, they will cover: 1. Working conditions; 2. Compensation; 3. Promotion policy; 4. Training; 5. Benefits.

What Surveys Reveal

What can a formal attitude appraisal reveal with respect to working conditions? It may reveal the lack of such

facilities as toilets, drinking fountains, or the location of these, ventilation, lighting, and restrooms.

It amazed me to learn that an official of a large national concern in Chicago knew nothing about the physical lay-out of the building which he owned and which housed his Company's home office force. His father had inherited the business as he did, and neither had wandered very far from the lush and comfortable private office quarters they occupied. When I surveyed the facilities for female office employees, I found that they ate their lunches on long uncomfortable benches placed in the narrow aisles between long rows of steel lockers for hats and coats. The locker room was only a step from the toilet quarters without any separation by partition or wall. When I brought this condition to the officer's attention, he did not believe me, and therefore he requested that I show him the place at a suitable hour. When I showed him the place he shook his head and said: "I wish I had known about this before."

As a result of his visit to the girls' private quarters that day, we made extensive changes, and in the end we had nicely furnished rest quarters, and adequate other facilities for the female employees. Later a scroll, expressing gratitude, came to this officer of the business. It was signed by every female employee, numbering in excess of three hundred, and the last time I saw this scroll, it was attractively framed, and hung in the private office of this leading businessman.

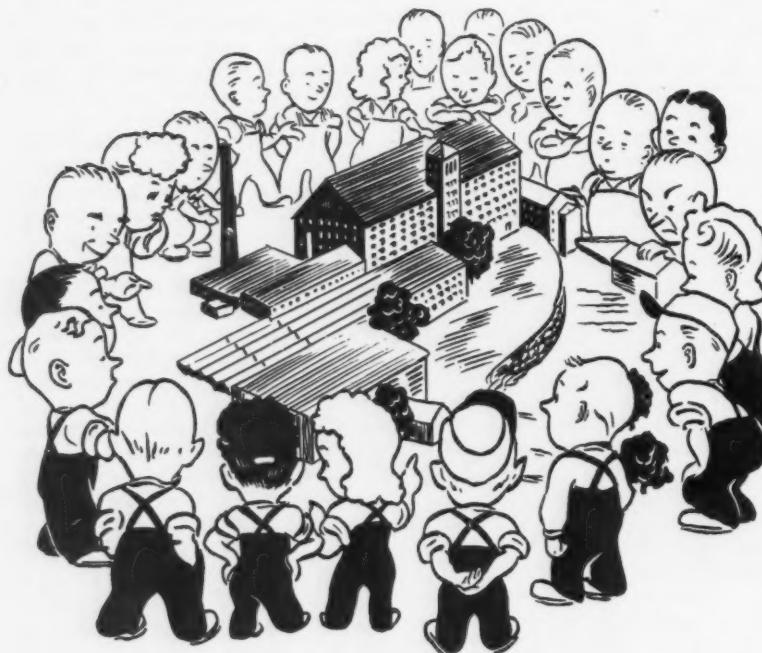
In 1944 Sewell Avery, president of Montgomery-Ward & Co., visited the office quarters of United States Gypsum Company of which he was then Board Chairman. By coincidence he lost himself in the building and found himself on the back stairway where he noticed many female employees sitting on the stairs smoking and waiting. When he investigated further he found that there was a lack of adequate restrooms and toilet facilities. He was so annoyed with this condition that he ordered an extensive survey to be made by an impartial party. The commission for this survey was given to the firm which employed me, and I personally made the survey late in 1944. Extensive changes were made in the office lay-out and in the facilities for employees.

Often surveys disclose the lack of other facilities and this condition

(Continued on page 38)

Ashland Corporation Polls Its Employees

By BRADLEY DEARINGTON, *Personnel Counsel, United Merchants and Manufacturers, Inc., New York*



THE war has proven beyond any doubt that there is no substitute for morale. It kept England in the fight when its only weapon was the spirit of its people; it drove our mechanized divisions across Europe faster and farther than immediate objectives required despite physical and mental exhaustion; it advanced our men, waist deep in water, into killing machine gun fire on isolated islands, where the purpose of their job was no longer protection of democratic principles but rather loyalty to their corps and their buddies ahead of them and beside them.

If industry could tap a fraction of this latent force, we should no longer be concerned about tariffs or competition.

How can we increase morale? Unfortunately it cannot be legislated, purchased, or induced by argument. The morale of industrial workers has apparently remained unaffected by the advent of shorter work week or increased wages.

What Makes For High Morale?

The level of morale would seem to be in direct ratio to the fulfillment of what employees expect from their

jobs. What these "wants" are, however, may be just as difficult of definition for management as they are for the individual. Many investigations of this subject, however, make it safe to say that the following are, generally, what employees expect from their jobs. The order of listing is significant.

1. Steady work
2. Comfortable working conditions
3. Good working companions
4. Good boss
5. Opportunity for advancement
6. High pay
7. Opportunity to use your ideas
8. Opportunity to learn a job
9. Good hours
10. Easy work

These factors are pretty broad—for

ASHLAND CORPORATION is one of the very few manufacturing companies in New England and the only one in Connecticut about which we have heard which has taken a factory-wide poll of all of its employees to learn the location of the obstacles to better employer-employee relations and to point out the most logical approach to remove them. C. I. congratulates the company management for having the courage to apply the direct approach, which may be termed, "When you don't know, ask questions," method. Since the rules of good engineering and safety require a knowledge of the nature of the soil before plans are made for the foundations of a bridge or large building, is it not just as necessary to learn the facts about the "state of mind" of the people you hope to influence before planning a program to accomplish the desired result?

instance, what constitutes "comfortable working conditions?" Is it entirely a physical matter? Or does it include relief from monotony and also pressure from close supervision? What goes to make up a "good boss?" There are many attributes that make a good supervisor but what in the opinion of employees are the most important?

It would appear most important that enlightened management use these basic factors as a springboard from which to launch or carry on any program of industrial relations.

Can Morale Be Measured?

Morale, attitude, mental state, whatever we care to call it, is an intangible thing and therefore difficult to measure. However, it has been said that "whatever exists, exists in some amount, and whatever exists in some amount can be measured." Certainly in any group of employees there exists an attitude towards its work and management. How then can we best measure this attitude? True, labor turnover may be an indicator of an attitude, but it cannot be a reliable measure of group morale. There are too many variables involved. For instance, a senior employee may have a pernicious attitude toward his work and the company but unless he left its employ, that attitude would not be measured in terms of turnover. This man's sense of relative values places job security high on his "list." Seniority and union protection keep him on the job.

Exit interviews are another indicator, but there again their reliability is open to question. It is not uncommon for leaving employees to say, "I don't want to cause any hard feelings or trouble for anybody. Let's forget it." It is a commonly recognized fact that very

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often a given reason for leaving varies from the real reason. This may be by design or failure on the part of the employee to recognize the real reason himself. A good interviewer, of course, minimizes the chance for misinformation.

To date, the most reliable means of determining employee attitude has been surveys made of entire groups in industry through the means of prepared questionnaires and interviews and administered by an impartial agent. Employers who have instituted such surveys feel that the results have given something very real and worthwhile to work with.

Benefits of Such a Survey

The good which can come from such a survey is three-fold:

1. It will give an answer to the question management so often asks itself, "How effective is our present approach to employee relations with the majority of our workers?"
2. The results and summarization of the answers obtained can be a guide in planning and carrying through a more efficient and effective program of employer-employee relations.
3. Surveys at practical intervals makes possible the measurement of changes in attitude over a period of time, resulting from improved policies, selection of workers and supervisors, training, etc.

It was only after a very deliberate consideration of this subject that Ashland Corporation decided in the early part of 1947 to go ahead with an employee opinion survey. The decision

was also made, at the same time, to conduct the survey by mail.

It was realized that the success of the project depended primarily on whether the employees believed their answers and opinions could not and would not be identified with the person answering. In order to insure this confidence, it seemed necessary to select an impartial intermediary who would forward the questionnaires to the employees, receive them after completion, tabulate their contents and finally destroy them. A summary only was to be returned to the Company. Ashland was fortunate in obtaining the cooperation of Lawrence J. Acker-

in the original design. Assurance was given that the results of the survey would be made available to all Ashland people.

Six hundred and six questionnaires were sent. Of these, three hundred and twenty-three, or 53%, were returned. As a result of this return it was felt that the Company had, for the first time, a real picture of what Ashland people think of their Company and their jobs.

Putting the Results to Use

The information which the survey has given is interesting and enlightening. The real value of the survey it is believed, however, is the use of this information as a guide in planning and carrying through an effective program of employer-employee relations. Ashland supervisors are holding meetings to consider the results of the survey and inaugurating programs for improvement.

In conclusion, it can be said the Ashland Corporation feels satisfied



man, Dean of the School of Business Administration at the University of Connecticut, who agreed that he and his staff would not only act as intermediary, but would assist in designing the questionnaire.

The series of questions used for the survey covered two main topics—the job and the Company. These questions were submitted to the supervisory force and then to the union officials. The purpose and the procedure to be followed were explained and discussed in detail to both groups. The proposal was accepted with very few changes

that its first endeavor to measure the opinions or thinking of its people has given the Company a valuable index to its past efforts as well as future plans for personal administration and the improvement of working conditions.

QUESTIONS AND ANSWERS ABOUT THE JOB AND THE BOSS

The following questions and answers give the results of the employee poll in terms of percentages:

Question: How do you like your job?

Answer: Very good, 18.3%; Good, 37.8%; Not bad, 39.3%; Don't like it, 4.6%.

Question: How do you feel about Ashland's working conditions compared with other plants?

Answer: Better, 22.2%; About the same, 64.1%; Worse, 7.4%; I don't know, 3.15%; No answer, 3.15%.





Question: My present job calls for:

Answer: More experience and skill than I have, 6.2%; All the experience and skill that I have, 48.07%; Not quite as much experience and skill as I have, 26.9%; Very little of the experience and skill that I have, 14.8%; No answer, 4.03%.

Question: How does the team work among the workers in your department measure up to the team work in other departments?

Answer: Much better, 10.2%; Just as good, 71%; Not so good, 12.4%; No answer, 6.4%.

Question: Do you think you can keep your job if you do good work?

Answer: Good work has everything to do with keeping my job, 45.26%; Good work has a lot to do with keeping my job, 40.81%; Good work has little to do with keeping my job, 6.5%; Good work has nothing to do with keeping my job, 5.26%; No answer, 2.17%.

Question: How do you feel about the ability of your boss?

Answer: He really knows his stuff, 38.4%; He seems to be all right, 51.7%; He's not so good, 5.26%; He isn't fit for his job, 4.34%; No answer, .3%.

Question: How helpful is your boss on your job?

Answer: My job doesn't call for any help, 20.42%; He helps me when I need it, 62.25%; I could use more help from him, 9.6%; Even though I need it he never helps me, 6.19%; No answer, 1.54%.

Question:

Answer:

	Never	Usually	Always	No Answer
My boss plays favorites	46.8%	18.3%	9.3%	25.7%
My boss keeps promises	9.92%	37.17%	22.28%	30.63%
My boss keeps secrets	6.19%	24.11%	29.1%	40.6%
My boss tells me the truth	8.9%	31.6%	36.54%	22.9%

Question: How does your boss receive complaints?

Answer: In a friendly manner, and does something about them, 63.1%; In a friendly manner, but does nothing about them, 21.24%; In an unfriendly manner, but does something about them, 4.94%; In an unfriendly manner, but does nothing about them, 5.26%; No answer, 5.46%.

Question: Does your boss welcome suggestions?

Answer: He always listens to them, 59.2%; Sometimes he listens to them, 26.6%; He never listens to them, 8%; No answer, 6.2%.

Question: If you make a mistake on the job what does your boss usually do about it?

Answer: He discusses my mistakes with me privately, 63.78%; Bawls me out in private, 6.82%; He never says anything, 14.55%; Bawls me out in front of others, 8.35%; No answer, 6.5%.

QUESTIONS AND ANSWERS ABOUT THE COMPANY

Question: How much is the company interested in your safety on the job?

Answer: Very interested, 55.2%; Average amount of interest, 39.3%; Not at all interested, 4.6%; No answer, .9%.

Question: What is the reputation of The Ashland Corporation in the community?

Answer: Excellent, 20.7%; Good, 64.4%; Poor, 13.31%; No answer, 1.55%.

Question: Do you think the prospects for our company's future are:

Answer: Good, 49.6%; Fair, 9.6%; Poor, .3%; Don't know, 39.6%; No answer, .9%.

Question: As far as you are concerned, the buildings at Ashland are:

Answer: Always clean, 46.4%; Sometimes clean, 48.99%; Never clean, 3.7%; No answer, .9%.

Question: Is the company giving you as much information about its operations as you would like to have?

Answer: Yes, 74.6%; No, 12.1%; No answer, 13.3%.

Question: Do you think the company would do all it could to provide you with steady employment?

Answer: Yes, 86.7%; No, 8.05%; No answer, 5.25%.

Question: Do you think the company has the good will of the employees?

Answer: Most of them, 62.52%; About half of them, 21.4%; very few of them, 11.12%; No answer, 4.96%.

Question: Do you read The Ashland Review?

Answer: Regularly, 87.51%; Occasionally, 9.61%; Never, .93%; No answer, 1.95%.

Question: I am interested in the following things in The Ashland Review:

Answer: News of fellow employees, 82.0%; Company business information, 52.0%; Editorials, 43.1%; No answer, 6.19%.

Question: Do you read company bulletin boards?

Answer: Regularly, 79.3%; Occasionally, 16.1%; Never, 2.15%; No answer, 2.45%.

Question: What do you think of the food served in the canteen?

Answer: Good most of the time, 39.33%; Average most of the time, 42.4%; Poor most of the time, 8.98%; No answer, 9.29%.

(Continued on page 38)



TO SHOW HOW Albi-“R” fights fire under unusually severe conditions, the interior of this tidy experimental cabin has been painted with two coats of Albi-“R”, and knee-deep rubbish drenched with a gallon of kerosene, one of gasoline.

A BLAST OF INCENDIARY GASOLINE GEL (the same type used in fire bombs) ignites the flammable debris, and the enclosed blaze explodes against the Albi-“R” coated walls. Temperature of blaze is approximately 2500 degrees F.

CABIN COMES THROUGH structurally sound, coated with thick black mat. Albi-“R’s” famous blister insulates surface against heat. Cabin is ready for fresh coat of Albi-“R” for new fire protection duty.

New Industries of Connecticut

Chemistry Creates a New Weapon to Fight the Fire Peril

THIS year nearly one million fires are expected to occur in the United States. Individually, they will not seem important. But together they will be a serious drain on our resources. According to the National Board of Fire Underwriters, the nation's fire loss in 1947 hit a new peak of \$675,000,000 and 10,000 human lives! The indirect toll, in loss of employment, production facilities, heirlooms and human anguish, is incalculable. Fortunately, chemistry is helping to protect us against ourselves.

Out of the chemical laboratory has come a new weapon to fight the fire peril, a new miracle of chemistry to protect America from loss by fire. Called Albi-“R”, this newest scientific discovery in the field of fire protection was made in the laboratories of Harvard University and is produced by the Albi Manufacturing Company, Inc., of Hartford, Connecticut.

When fire bombs rained on London the mind of I. Alembik, president of Albi, turned to an idea for protecting this country in case of a similar attack. The idea was a fire retardant paint for the protection of buildings. He arranged for a research program with the late Dr. Grinnel Jones and Dr.

Walter Juda in the laboratories of Harvard University, and kept them

driving toward their goal: a coating, a paint, which would protect a wood surface from heat and flame and which would help contain the flame within a given area.

(Continued on page 36)



NATION'S LEADING EDITORS hail discovery of Albi-“R”. Above from LIFE.

Production Control Applied To Tooling Program

By FULLER ROSS

IN the operations of any production tooling program, some type of effectual check on progress is essential, not only a job or project as a whole, but also with respect to lesser factors which enter into the final assembly of the unit and its delivery.

The visual (board) method of control, which reached an advanced stage of development in war production, has been applied to the tooling program at the East Hartford plant of Pratt and Whitney Aircraft.

In this—the largest plant in the world devoted to the development and manufacture of aircraft engines—there are 71 visual control boards in operation, in several departments, and the flexibility of the system is well revealed in the variety of operations, functions and factors recorded from hour to hour, giving management an "at-a-glance" view of how things stand, what is going on, when trouble threatens, or possible bottlenecks that make their appearance.

In the Pratt and Whitney Production Engineering Department this control system is under the direction of Mr. T. R. Moore, having 15 boards in operation. Decisions, plans and projections of the Engineering Board of this department as well as progress in bringing them into reality in the Company's engine plant, has it is said, been simplified by these controls, which provide wide flexibility to meet all variables.

The visual control board used in this organization is simple, and can usually be operated by an intelligent routine office worker. The flexibility of the method will be easily realized from the following description:

A visible index is located at the left side of the board. It is used to hold the permanent card records of the items or elements under control. There are 100 card pockets on each panel. A legend is located at the top of the board, and is used to show the meaning of the pegs and cords.

A peg hole section is placed on the main body of the board—for the purpose of visibility analyzing information on the cards by means of the pegs and cords. A heading strip is attached across the top of the peg hole section—to reveal quantity and/or time represented by peg holes from left to right. There is one tape peg for each item in the visible record panel, and each is numbered to correspond with the card pocket (at its left). Each peg is attached to a cord which pulls outward from the board so that it may be extended from left to right on the board as needed.

The signal pegs are to be located, according to procedure, in the various peg holes, their meaning being noted on the legend at the top of the board. The "today line" is attached vertically to the board and is moved periodically from left to right in accordance with the time element in the procedure.

Thus, in making it possible to exert control in this kind of an operation, a visual method such as this offers certain very definite advantages. It provides, at a glance, a knowledge of all

(Continued on page 48)



VIEWS OF PRODUCTION control boards used at East Hartford Plant of Pratt and Whitney Aircraft as an effectual check on tooling progress.



NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

LEON J. DUNN, chief industrial engineer at Veeder-Root, Inc., was recently elected to the post of assistant vice president in the operations division of the Society for the Advancement of Management.

Mr. Dunn is a national director of the society and was president of the Hartford Chapter last year.

★ ★ ★

THE FOURTH FORMAL gathering of the "Fifty Year Club" of R. Wallace & Sons Mfg. Co., Wallingford, was held recently for the purpose of welcoming a new member, Miss Lottie Norton, who joined the organization in 1898, and has been associated with the sterling division exclusively during the span of years.

The club's twenty-two members represent a total of 1,190 years of service, or an average of slightly over 54 years per member. The dean of the group, Louis Page, had served the firm for 64 years at the time of his retirement. The oldest active member of the club is Winfred L. Ingraham, who is now in his 58th year of service.

★ ★ ★

SIDNEY BLUMENTHAL, chairman of the board of Sidney Blumenthal and Company, Inc., Shelton,

passed away recently at his New York home.

Born in New York in 1863, Mr. Blumenthal attended the Friends School in that city, and private schools in Germany. In 1879 he joined A. and S. Blumenthal, manufacturers of silk ribbons. In 1899 the old firm was succeeded by Sidney Blumenthal and Company, Inc., which expanded into the manufacture of plushes and velvets, and later purchased a plant in Shelton.

Active in civic and social affairs, Mr. Blumenthal was a member of the Advertising Club of New York, New York State Chamber of Commerce, Commerce and Industry Association, Society for Ethical Culture and several other groups.

He is survived by his widow, a son, two daughters and five grandchildren.

★ ★ ★

THE MANY PEOPLE who are continually losing keys will be grateful for the newly developed product of the Corbin Cabinet Lock Division, American Hardware Corporation, New Britain. It is the Corbin Sesamee Combination padlock. It locks and unlocks without keys—merely by dialing the owner's personally selected combination number.

Available in three models, the lock's

The Cover



MARCH IS MAPLE SAP and sugar time—hence the front cover picture of an extensive tree tapping operation in Hebron, Connecticut. Although the photo was taken in milder weather a year ago by Josef Scaylea, believe it or not, the man on the front cover has been coaxing sap out of the same trees since March 1 this year.

design and construction and finish combine to make it the most personal combination lock known to be in production. The manufacturer suggests that the combination may be set by the owner to telephone or house number, birth or anniversary date.

★ ★ ★

PHILIP CHENEY, a director of the Cheney Brothers, silk manufacturers, of Manchester, died recently at the Hartford Hospital.

Mr. Cheney for many years was manager of the dressing and spinning departments of the silk mill, having joined the company in 1901 immediately after his graduation from Yale University.

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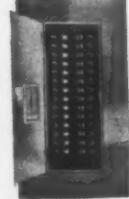
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MEMBERS OF THE Raybestos Foremen's Association participate in panel discussion with five department heads.

During World War I, Mr. Cheney was a captain with the 77th Infantry Division.

He is survived by his wife, the former Helen Campbell, his brother, Clifford D. Cheney, chairman of the board of directors of Cheney Brothers, and a sister.

★ ★ ★

MEMBERS OF THE Raybestos Foremen's Association recently participated in an Information Please type of panel discussion with five department heads, as a feature of their last dinner meeting.

The program proved so successful at that time that it is being included as part of the company's weekly Foremen's meetings at the Raybestos Division of Raybestos-Manhattan, Inc., Bridgeport, with various executives being called upon to answer questions concerning current problems.

Seated at the panel table are (left to right): Richard S. Foster, chief accountant; William S. Simpson, director of personnel; William H. Barthelmes, cost accountant; Joseph Cahill, production manager, and Harry O. Christianson, quality control manager. Seated at the extreme right is J. F. Fenning, factory manager, who served as moderator for the discussion.

★ ★ ★

TWO NEW DISTRICT MANAGERS have recently been appointed by The E. Ingraham Company of Bristol, manufacturers of Sentinel Clocks and Watches. Herman P. Haynes for the west coast district, comprising eleven western states, and Theodore H. Klein, for the district covering northern Illinois, Wisconsin, Minnesota and North and South Dakota.

Mr. Haynes was formerly sales manager for United States Time Corporation, Waterbury, and also sales

manager of Benrus Watch Company.

Mr. Klein was formerly associated with Montgomery Ward Company.

★ ★ ★

JUST OFF THE PRESS is a new 16 page, two color catalog on the synchronous timing motors, timing devices and clock movements produced by the Haydon Manufacturing Co., Inc., Torrington. The Haydon Company is a subsidiary of General Time Instruments Corporation.

The new catalog is complete with photographs, profile drawings, shaft drawings and listings of speeds, voltages, frequencies, shaft sizes and all other standard or special variations available in each motor listed.

★ ★ ★

APPOINTMENT OF TWO NEW industrial power consultants in the sales department of the Hartford Electric Light Company was announced recently by Kenneth P. Applegate, executive vice president. They are Justin H. Ahrens and Roy C. Fosberg. Named to serve as power advisors for the manufacturing customers of the company, they will replace the late Lewis H. Knapp, who covered that field for the firm for 23 years.

Mr. Fosberg is engineering assistant to the superintendent of distribution. He has been with the company since 1929, immediately after he was graduated from Rensselaer Polytechnic Institute. Mr. Ahrens was formerly safety engineer for the company. He attended Roxbury School and Yale University.

★ ★ ★

DEAN F. WILLEY, vice president of the New York, New Haven & Hartford Railroad Co., died recently at his Hamden home.

A native of Manchester, New

Hampshire, Mr. Willey has been connected with the railroad since 1920. He was educated at Phillips Exeter Academy and Massachusetts Institute of Technology.

After serving 20 years in a variety of maintenance and mechanical posts with the railroad, Willey was named general mechanical superintendent in 1941. Three years later he became assistant general manager and in December, 1946, he was appointed vice president in charge of operations, maintenance and engineering.

★ ★ ★

"THE FULLER BRUSH MAN" is the title of a full-length Columbia picture now being produced in Hollywood, featuring "Red" Skelton in the title role. The story was adapted from a Saturday Evening Post story by Roy Huggins.

The picture, which has Janet Blair, Don McGuire, Hillary Brooke and Adele Jergens in supporting roles, is dedicated "To those unsung heroes of this great land . . . those tireless individuals that neither wind, rain nor snow can keep from the swift completion of their appointed rounds. To those valiant individuals with the flashing smiles and flat feet . . . The Fuller Brush Men."

The movie is scheduled for release on April 15, 1948.

★ ★ ★

HONORING A NEW RECORD of 1,743,856 man-hours worked without a lost-time accident, the Bigelow-Sanford Carpet Company's plant safety committee was feted at a banquet recently at the Hotel Kimball, Springfield.

A bronze plaque was awarded to the company by the Liberty Mutual Insurance Company, Boston, for its safety record, which is believed to be one of the best in the country. A comparison with the national safety record shows that for the year 1946 for all industry, the severity record was 1.28 days per each thousand days worked. The carpet industry's record was 1.49 days for every thousand working days, while Bigelow-Sanford's record was .72 days per each thousand working days.

Attending the banquet were representatives of each division of the plant who are now serving on the safety committee. Luke Clark, plant safety inspector, directs the forward looking safety program of the company.



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ROGER KENNA was recently appointed president of the Marlin Firearms Company, New Haven, and its subsidiary companies, according to an announcement by the firm's board of directors.

Mr. Kenna succeeds his father, the late Frank Kenna. The new president was formerly vice president of Marlin and president of the L. C. Smith Gun Co., Fulton, New York. Under his direction the company is planning expansion of its line of sporting rifles and guns, increasing its annual production at the New Haven plant.

★ ★ ★

ATTORNEY GENERAL Tom C. Clark recently announced that 24 patents on the manufacture of glass ampules and related processes have been made available for licensing by the Office of Alien Property, Department of Justice.

The patents also cover apparatus for forming inner threads on containers and the sorting, filling and stenciling of glass containers. Licenses on the patents are available on a royalty-free, non-exclusive basis for an administrative fee of \$15 per patent.

The announcement revealed that the patents represent valuable technology in the glass container field, and had been exclusively licensed by the German inventor, Jacob Dichter, to the Kimble Glass Company, Toledo, Ohio, and its successor company.

A list of the 24 patents and complete licensing information can be obtained without cost from the Office of Alien Property, Department of Justice, Washington 25, D. C. Copies of the patents may be purchased from the Commissioner of Patents, Washington 25, D. C., at twenty-five cents each.

★ ★ ★

THE ELECTION OF two new officers of SoundScriber Corporation, New Haven, has been announced by Herbert Gfroerer, executive vice president and chairman of the board. Elected to the board are Eugene E. Bishton as vice president in charge of sales and David L. Bacon as vice president in charge of engineering and production.

It was also announced that James J. McKeon, formerly assistant sales promotion manager, has been named

director of sales promotion and advertising. Russell B. Fritz, formerly office manager, has been promoted to executive assistant.

★ ★ ★

THE 25TH ANNIVERSARY of the organization of The Sponge Rubber Products Co., which now has four plants in Shelton and Derby, was celebrated recently.

Founded in New Haven by four men, Fred M. Daley, William R. Todd, Lowell Smith, Sr., and Kenneth C. Bevin, the company originally manufactured one product—a sponge rubber ball—and just one size. For the first year the four founders comprised the entire working organization. From so modest a beginning grew the present company, manufacturing more than a thousand different sponge rubber products and serving nearly every type of industry in the country.

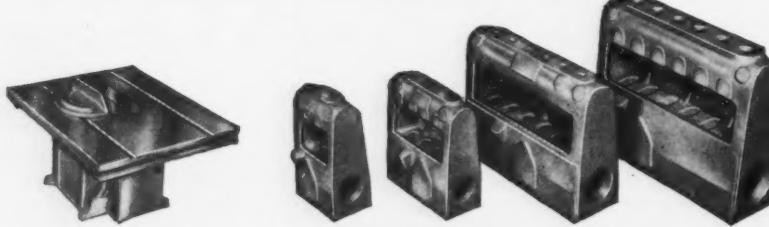
The company has constantly expanded and strengthened its position in the rubber industry through the past quarter century under the guidance of Mr. Daley and Mr. Todd, who remain of the original four organizers. Mr. Daley serves as president, Mr.

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Todd, secretary and treasurer, and H. A. Holbrook is vice president.

★ ★ ★

LLOYD F. TAYLOR has recently been named personnel director of Casco Products Corporation, Bridgeport, according to an announcement by E. T. McCarthy, vice president and controller of the company.

Mr. Taylor was educated at St. John's College, where he majored in psychology and the basic sciences. After his graduation he spent a year in psychological research at the Institute of Human Relations at Yale University.

Prior to his association with Casco, Mr. Taylor was active in personnel administration and employee training in the Bridgeport Brass Company. During World War II he served as a B-17 pilot assigned to the Eighth Air Force. He holds the Distinguished Flying Cross, the Air Medal with five clusters, the E.T.O. campaign medal with five campaign stars and a Presidential citation.

★ ★ ★

AT THE ANNUAL MEETING of the Norwich Manufacturers Association, William W. Allan, resident manager of the Baltic Mills, Baltic, was elected president of the group. Mr. Allan also serves as a member of the board of directors of The Manufacturers' Association of Connecticut, Inc.

Other officers elected at the meeting are: Vice President, Virgil O. Roberson, Jr.; secretary-treasurer, Warren G. Sharples; assistant secretary, Fredrick H. Waterhouse.

★ ★ ★

CARLETON H. TALCOTT of Litchfield, secretary of the Torrington Company, died recently after a long illness.

A graduate of Phillips Andover Academy and Massachusetts Institute of Technology, he served in the first World War as a Navy flying instructor. After the war he spent three years in Calcutta, India, for the Bemis Bag Co. of St. Louis. He joined the Torrington Company in 1932.

Mr. Talcott leaves his wife and two children.

★ ★ ★

MORE THAN 110 veteran employees of the Jenkins Brothers Company were honored recently at the 22nd annual dinner of the firm's Veterans' League, with 14 employees with

25 years' service admitted into the league membership.

Each of the new members was presented a sterling silver serving platter engraved with his name and record of service, a gold wrist watch and a diamond-studded membership pin.

Special guests at the dinner included Alfred J. Yardley, company president, and representatives of the firm's Canadian plant.

★ ★ ★

A NEW "RIP-STOP" NYLON, a waffle-weave material fashioned with heavy cross threads at quarter-inch intervals to help prevent tearing, has been developed by Cheney Brothers, Manchester.

The fabric is now in production for use in a new-type nylon parachute which is larger, safer and more efficient than the present Navy model, and which has been ordered to replace the standard parachute used in Naval aviation for a quarter of a century. The first "rip-stop" parachutes were made by the Pioneer Parachute Company, Manchester.



A. C. GILBERT, president of the A. C. Gilbert Company, New Haven, was host at the Sixth Annual Service Dinner in honor of 250 employees who have completed 10 years or more of continuous service with the company.

Those old timers shown above have served the company for 25 or 30 years: Standing, left to right, E. Lewis, E. Hagstrom, D. Flynn, E. Murphy, R. Link, F. Monz, C. Carbone, G. Gaiago, H. Pearce, master of ceremonies, K. P. Fallon, A. Onofrio. Seated, M. Dahlmeyer, M. Heigelman, M. Danbury, A. Bresnock, N. Kennedy, A. C. Gilbert.

HARRISON FULLER, president of the Fuller Merriam Company, New Haven, was elected president of the Manufacturers Association of New Haven County, Inc., at the organization's annual meeting. He succeeds Albert S. Redway, vice president of the Geometric Tool Company, New Haven.

Hudson B. Hastings, professor of

economics at Yale University, gave the principal address on "The Problem of Labor Monopoly."

Other officers elected were: Vice-president, Herman Giese, vice-president and general manager of Sargent and Company; vice-president, Marshall F. Beebe, superintendent of operations, United Illuminating Company; secretary, Charles H. Costello,

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assistant treasurer of C. Cowles and Company; treasurer, J. Coy Reid, vice-president of the First National Bank and Trust Company. The latter three officers were re-elected.

★ ★ ★

IN NORWALK, 30 industrial plants have organized the Norwalk Industrial Safety Council, designed to study and promote safety in plants for the mutual benefit of local industry and the community.

The Council, which is being advised in its first months of organization by James J. Phelan, factory inspector of the Connecticut Department of Labor, plans to meet once a month, at which time well-known speakers in the field of factory safety will be featured.

★ ★ ★

COURSES IN METALLURGY, machine and tool design, and motion and time study are being offered to adults in the Meriden area during the spring semester, by the Division of University Extension of the University of Connecticut, in cooperation with the Meriden Manufacturers Association and the Horace C. Wilcox Technical School.

The fee for each course has been set at \$15. An attendance certificate bearing the seal of the University of Connecticut will be presented to those successfully completing the courses.

★ ★ ★

ALEXANDER G. WELS has been elected secretary of Casco Products Corporation, Bridgeport, to succeed Jack Schenberg, who has resigned.

Mr. Wels has been associated with the firm since 1941, when he became assistant to E. T. McCarthy, vice president and controller. A native of New York City, he was educated in this country and at the Reimann Academy of Arts and the University of Berlin.

He was formerly associated with the Bassick Company, Bridgeport, Sound-Scriber Corporation, New Haven, and J. William Hope and Company of Bridgeport.

★ ★ ★

AN OFFICIAL AND THREE EMPLOYEES of the Stanley Tools and an employee of the Stanley Works, New Britain, were awarded gold watches and service pins recently, on the completion of 25 years service with the company.

Awards at Stanley Tools were presented to A. S. Duncan, plant mana-

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ger; Earl Wilcox, James Fitzgerald and Arthur Palmer. John Rudek was the Stanley Works employee to be honored.

★ ★ ★



RICHARD H. DIESEL

THE APPOINTMENT OF Richard H. Diesel to the post of assistant general sales manager of the Stamford Division of the Yale & Towne Mfg. Co. was recently announced by Meade Johnson, general sales manager.

Mr. Diesel joined the company in 1939 in its bank and prison locks sales department. From 1941 to 1945 he served as manager of the company's war contract service department and in January, 1945, became manager of aircraft and automotive sales, with headquarters in Detroit.

★ ★ ★

PHELPS MONTGOMERY recently announced his plans to retire from the presidency of the West Haven Buckle Company, after 50 years of service. He also served as treasurer of the firm.

John Phelps Montgomery was elected to succeed him as president and treasurer, and William A. Montgomery was elected secretary and assistant treasurer.

★ ★ ★

WILLIAM H. GRINOLD, vice president of the Wallingford Steel Company, was elected president of the Manufacturers' Association of Meriden and Wallingford, succeeding Robert W. Clark, treasurer, Clark Crafts, Inc.

Mr. Grinold became associated with the Wallingford Steel Company in 1922, the year the firm was launched

What Is Management Doing About The High Break-Even Point?

While it is conceded that wage increases and high material costs—the principal causes of the current high break-even point—are beyond management's control, stockholders want to know what measures are being taken to reduce the ratio of costs to sales volume.

A policy of "wait and see" means that current profits are threatened both by the impending third round of wage increases and by declines in demand and prices which are sure to come.

An alert, aggressive policy, on the other hand, can make of this emergency an opportunity not only to increase the immediate security of the company, but also to strengthen it for the years of keen competition ahead.

Of the eight basic ways to reduce the break-even point, some may be difficult for many companies to apply. They must be studied nevertheless for whatever advantage they can offer.

One way, however, is available to every company and, if applied with discernment and experience, not only assures relief in the immediate future, but produces increasing returns over the years.

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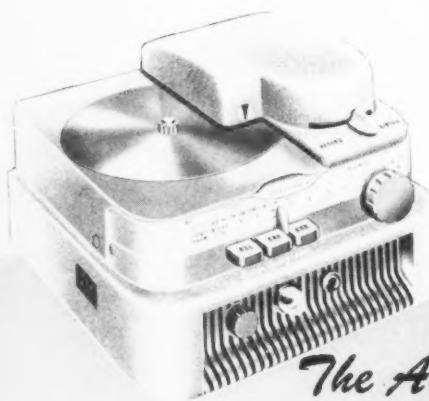
COMMUNISM



One hundred years ago, Karl Marx and Friedrich Engels in their Communist Manifesto called upon the "workers of the world" to destroy Capitalism and establish State Socialism. Communism has now had a full century to put its preachings into practice. In the hands of the Russians, how does Communism look today? What have their planned economies and their succession of "Five-Year" plans accomplished?

The 1946-50 Five Year Plan, fourth in the series Stalin started in 1928—the war interrupted them—is, like its predecessors, primarily a great program of industrial and military expansion. It prefers iron to bread. The Russian people, except for the trimly tailored security police and a favored few, are in rags. Great numbers are still living in dugouts and log houses. Food is scarce and strictly rationed, but even the ration cards can not always be met because of shortages and transportation difficulties. Russian children are not as active as American kids because they have far less calories to burn.

... And even if the latest Five-Year Plan goals are—unprecedentedly—met, the Russian people will in 1950 be living less well than they were in 1938, and at best far lower than the lowest standard of living Americans have had at any time this century. These, then, are the accomplishments of the system that seeks to demolish our profit-and-loss system and substitute a system of state socialism. This is the "Worker's Paradise" that purports to be a model for our American workers to emulate. For this they seek to abolish our Constitution, designed to safeguard the right to "life, liberty and the pursuit of happiness".

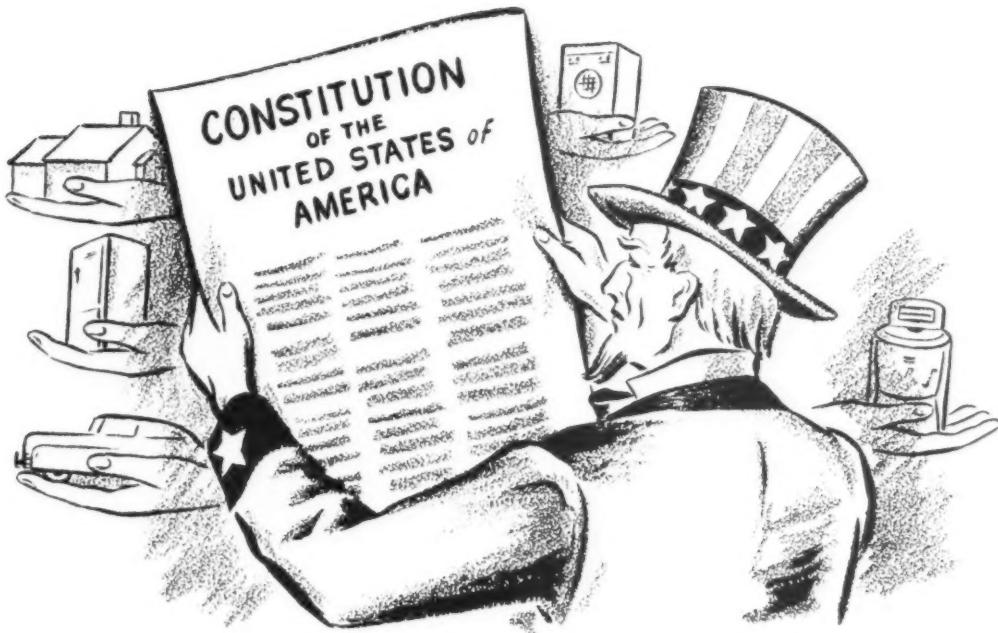


Seldom more than once in a century does a product appear in the market places of the world that is so entirely new, so completely advanced and revolutionary in character as to make all previous models of its kind virtually obsolete. In one short year, since its introduction to the American business market, the

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In the past year it turned in the greatest productive record in the peacetime history of this or any other nation. It drove the output of consumer goods to all-time high levels. And it took on, to boot, an enormous share of the feeding of less fortunate peoples and the reconstruction of their war torn economies.

Today it is possible to assert that this flexible, adaptive and dynamic system of American Individualism is in fact the great forward experiment of our time . . . that while promising no cheap utopia, it is, in itself, utopian.

To the degree that Americans are clear about their system *and insist on its fundamentals* they will remain productively strong and politically free. To maintain the American economy in working health Americans of all groups must understand its working rules. Our American system flows inexorably from the political and moral principles in the Constitution. The essence of those principles can be summed up under the concept of *liberty under law* . . . and that liberty precludes complete socialization of the means of production since under these circumstances *no man is free*. The Russians have proved this point to the hilt.

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in business. He is also a director and vice president of the Barth Manufacturing Company, Milldale.

Other officers of the organization elected at the annual meeting are: John J. Curry, resident manager of the Meriden Branch, New Departure Division, General Motors Corporation, vice president; and Albert S. Jourdan, manager, Connecticut Light and Power Company, treasurer.

★ ★ ★

TIMETABLES WITH A "NEW LOOK," or vestpocket timetables, have recently been published by the New Haven Railroad. They are shorter and narrower than the old type and are just as readable and complete.

For more than a year The New Haven has been working toward the development of a standard, convenient size timetables for individual sections of the line without sacrifice to clarity and content. The results of its labors are fifteen colorful leaflets which can be easily slipped into pocket or pocket-book. Each is complete, when unfolded, with regular size tables for maximum readability, a route map, a fare page and a general information page.

★ ★ ★

N. D. MURPHY, vice president and general manager of the Mallory Hat Company, Danbury, was taken by death recently after an illness of several weeks.

A life-long resident of Danbury, Mr. Murphy was twice president of the Hat Institute of America. He is survived by his wife, two daughters and a sister.

★ ★ ★

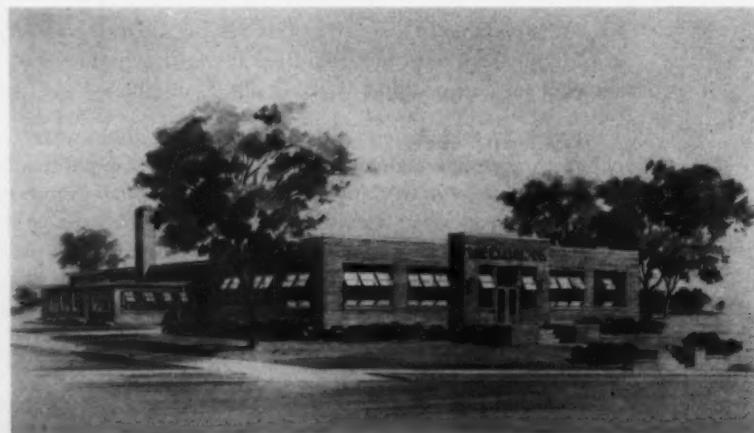
THE PLASTICRETE AGGREGATES CORPORATION, Hamden, has recently introduced a new product, "Trax," a scientific compound of abrasive materials that is designed to give traction to cars and trucks on icy pavements.

Advertised also for melting ice and snow on pavements and sidewalks, "Trax" is a compound of selected and graded anthracite cinders, high-colored coarse wood fibres and rock salt.

★ ★ ★

A CHANGE OF OWNERSHIP of the Southington Hardware Manufacturing Company has recently been revealed. Seaboard Commercial Corporation of New York, owner of 95 per cent of the shares outstanding, is releasing those shares to the original owners, including William E. Smith, president, and associate officers and employee of the organization.

Mr. Smith, who has been president of the company through the various ownerships, continues in that capacity. Clinton E. Downes was named vice president; Raymond L. Woodburn, secretary and treasurer; Earl B. Atwater assistant secretary, and Harold M. Fiske, assistant treasurer.



THE WALTON COMPANY, incorporated in 1908, celebrates its fortieth year in business by moving to its new factory at 600 New Park Ave., West Hartford. The new building, of brick and steel construction, modern in every detail, contains 12,000 sq. feet of floor area. It is located on a plot of 73,000 sq. feet of land adjoining the main line of the N. Y., N. H. & H. Railroad. The new plant will provide complete facilities for the manufacture of the Walton Company's tap extractors and electric foot-control switches. Walton's affiliate, Reps Tool Company, Inc., will manufacture its pipe and stud extractors at the same factory.

QUALITY CONTROL BY STATISTICS, a method of manufacture and inspection based on the theory of probability, has been placed in operation at Hamilton Standard Division of United Aircraft Corporation, Erle Martin, general manager, announced recently.

The new process, adapted for the division by Dorian Shainin, chief inspector, involves the use of complex mathematical formulae, first to insure quality control of various manufacturing operations, and second to provide another "tool" beyond normal methods which will increase the accuracy of routine inspection. Thus far it has brought the following results, according to Hamilton officials.

1. Proved more accurate than 100 per cent inspection of parts.

2. Saved thousands of dollars—in trial operations alone—through elimination of scrap and rework.

3. Increased the productivity of operators and inspectors.

★ ★ ★

A CONNECTICUT CONGRESSMAN has warned Congress that the country is facing a severe shortage of pig iron which may seriously cripple production in New England foundries.

Rep. James T. Patterson (R.), Naugatuck, recommended that the situation has become serious enough "to warrant action along the lines of a nationwide scrap drive."

The pig iron shortage, the Congressman said, has resulted from increased use of that commodity because of a lack of steel scrap for melting. He recommended that the tremendous quantities of steel scrap now cluttering harbors, fields and streets of Europe as a result of military destruction "might well now be utilized to be bent into the plowshares necessary for peace."

Rep. Patterson said he plans to make a more complete study to determine whether or not U. S. exports of pig iron are in part responsible for the domestic shortage.

★ ★ ★

AT THE ANNUAL MEETING of Chase Brass & Copper Co., Incorporated, held recently at Waterbury, Rodney Chase was elected vice president in charge of public and industrial relations. Previously he had been director of these activities.

Mr. Chase began his employment at Chase 28 years ago, in 1920, and was first employed as a machine helper

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Now under construction . . . a big, new cold rolled strip mill in New Haven, Conn., scheduled to begin rolling by October 1, 1948 . . . to give Eastern customers 60,000 tons additional producing capacity . . . practically at their stockroom doors.

Improvements at our Detroit Mill to step up that unit's producing capacity to 150,000 tons a year . . . to increase the supply of cold rolled strip available to Midwestern customers by about 35,000 tons a year.

And D.S.C. Reminds You

That our Detroit mill . . . our Reliance Division network and our Craine-Schrage Steel Division will continue to do everything possible to keep your production rolling . . . giving every account equitable consideration . . . constantly planning and working toward greater production and supply . . . and towards higher standards of steel service.

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STEEL
CORPORATION**

PRODUCERS OF
COLD ROLLED STRIP STEEL

DETROIT 9, MICHIGAN

RELIANCE STEEL DIVISION

PROCESSORS AND DISTRIBUTORS OF JOB-FITTED SHEET AND STRIP STEEL

General Office: 1025 South Oakwood Ave., Detroit 25, Mich.

Plants: Chicago, Cleveland, Detroit, Lynnhurst, N. J., Worcester, Mass.

Sales Offices: Grand Rapids, Indianapolis, New Haven, Philadelphia, St. Louis, Toledo

Products: SHEETS—Hot Rolled . . . Hot Rolled Pickled . . . Cold Rolled . . . Long Terns . . . Galvanized; PLATES; COLD ROLLED STRIP STEEL—Coils and Cut Lengths . . . Slit or Round Edge . . . All Temps.

★ ★

CRANE-SCHRAGE STEEL DIVISION

DISTRIBUTORS AND DIRECT MILL REPRESENTATIVES

Warehouse and General Office: 8701 Epworth Blvd., Detroit 4, Mich.

Sales Offices: Grand Rapids, Toledo, Indianapolis

Products: Cold Drawn and Hot Rolled Carbon and Alloy Steel Bars . . . Tool Steels . . . Drill Rod . . . Wire Rope, etc.

in the rod mill of the old Chase Rolling mill.

In 1922 he was made editor of the original company employees' magazine, "Chase Diamond," and was appointed the first advertising manager of the company. Later he was made assistant secretary and in 1941 was given the title of director of public and industrial relations.

He attended Taft School in Water- town and the Gunnery School in Washington, Conn., and from there entered Yale University but left to enter the naval aviation service in World War I.

★ ★ ★

JOHN H. DOWD of Johns-Hartford Tool Company, Hartford, was elected to the presidency of the Central Connecticut Tool and Die Industries at the group's recent annual meeting.

Other officers are: Frank W. Kelly of Lan-Kel Tool Company, vice president; John Dewhurst of Arrow Tool Company, secretary, and Fred Wenneberg of the Swan Tool & Machine Company, treasurer.

Mr. Dowd was also elected national director and Harry Fink of the Co- operative Tool Company, New Britain, was elected alternate national director.

The organization's board of directors include the foregoing officers and Leonard Schwarz of Production Tool Engineering Service, Hartford; John Thornton, Thornton Mechanical Laboratories, New Britain; and Peter Zurles of Lake Michigan Tool Company, New Britain.

★ ★ ★

"SNO-MOWER" is a new Connecticut product which had recently gone into production at the Gabb Manufacturing Company, East Hartford. It is a unique type combination snow remover and lawn mower, comparable in size to a power-driven lawn mower.

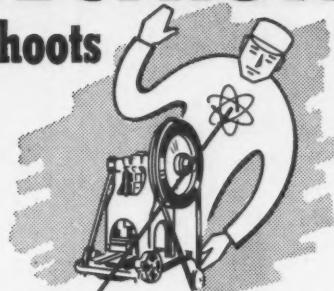
Designed in principal to burrow into the snow and thrust it to the side by means of a rotating screw arrangement called a flight, the Sno-Mower is the result of approximately three years of study and experimentation.

According to R. S. Cooper, treasurer of the firm, its principle is best described by comparison with that of the large snow loaders used in cleaning city streets. It is this fundamental design that allows the removal of large quantities of snow with a minimum of power and traction. Power is supplied by a 1½-horsepower gasoline

PROTECTRON

trouble-shoots

before
there's
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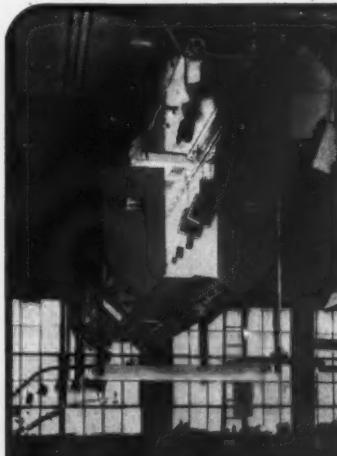
Here's a new electronic device, especially designed for use with motor-driven machinery, which prevents damage to tools, dies and machinery... eliminates costly "Down-Time". Protectron trips machine instantly at the slightest mechanical overload... "senses" oversized stock and tool dullness. Protectron saves you the kind of trouble that costs you money.

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THE GABB MANUFACTURING
COMPANY'S "SNO-MOWER"

motor which also provides forward motion.

For Spring and Summer use, owners may easily install a 28-inch power-operated grass cutting reel type mower in place of the snow removal unit.

★ ★ ★

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PHONE 1816

MERIDEN, CONN.

ANNOUNCEMENT WAS MADE recently by S. I. Ward, president of Crystal Research Laboratories, Inc., Hartford, of the forthcoming opening of Hartford's newest educational institution, The C R L School of Electronics, Inc.

It will be one of the main purposes of the school to aid local and state industries in the specialized training for the many new electronic devices which are now being applied to machinery.

Dana S. Merriman, formerly of WTIC, and for many years prominent in the radio broadcasting field, will serve as Administrator of the school which will be located in the same building as the Crystal Research Laboratories at 29 Allyn St., Hartford.

Day and evening classes are scheduled. The day school will offer courses in Basic Electronics and Radio—and later, courses in Advanced Radio, Television and Industrial Electronics. The evening classes will offer somewhat more advanced studies in Radio, Television and Industrial Electronics.

Applications for enrollment in both day and evening classes are now being accepted.

★ ★ ★

CONNECTICUT BLUE CROSS opened membership recently on a community-wide basis to an estimated



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NEVER BEFORE have two colliers of the "Seam" class been at the dock of the T. A. D. Jones and Company, Inc. at the same time. The vessel on the left is the "Sewanee Seam" discharging a cargo of the finest New River coal for distribution throughout Connecticut. The vessel on the right is the "Sewell Seam" taking on Bunker "C" Fuel Oil from the tanks of the T. A. D. Jones and Company, Inc.

THE LARGEST IN THE WORLD and the most modern are these Seam vessels, having a cargo capacity of almost 12,000 net tons of coal.

AT NEW HAVEN, the T. A. D. Jones and Company, Inc., maintains the only commercial tidewater dock between Providence and New York equipped to handle these huge vessels.

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COMPLETE BOILER PLANT IN ONE PACKAGE . . .

Ready to slide into your plant, the Steam-Pak Generator provides boiler, oil burner and accessories including automatic controls all York-Shipley engineered, to give you greatest operating efficiency and economy. If you need an automatic boiler plant for high or low pressure steam or hot water, the Steam-Pak Generator is the answer.

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65,000 people who have previously been unable to join the non-profit hospital plan.

Acting with approval of the State Department of Insurance, Blue Cross will offer for the first time in its history full member-benefits without physical examination to all persons in the New Haven-Norwalk area who are under 65 and not eligible to join through a place of employment.

The company plans to offer direct enrollment for two-week periods in all communities in Connecticut by the end of 1948.

★ ★ ★

HOWARD S. PALMER, president of the New Haven Railroad, recently announced the following changes in the executive staff of the railroad:

George T. Carmichael, appointed executive assistant, in addition to his duties as vice president in charge of the accounting, public relations, advertising and industrial development departments, with headquarters in New Haven.

Ernest C. Nickerson, formerly general traffic manager, appointed to the position of vice president in charge of the traffic department, with headquarters at New Haven.

J. Frank Doolan, formerly assistant to president, appointed vice president in charge of operating, maintenance and engineering departments, with

headquarters at New Haven, to succeed Dean F. Willey who was operating vice president until his sudden death recently.

Henry F. McCarthy, formerly executive assistant to president, appointed resident vice president, representing the company in eastern Massachusetts, with headquarters in Boston.

New Industries of Connecticut

(Continued from page 17)

The result was Albi-“R”, a fire retardant paint so nearly perfect as to be almost flame proof. But the brilliant discovery of a fire-repelling chemical compound which could be simply painted on any combustible surface had, first, to be critically tested before it would be accepted by authorities in the field of fire protection.

America's foremost laboratories as well as special testing laboratories of the United States, British and Canadian governments subjected Albi-“R” to rigorous and exhaustive examination. Albi-“R” is the only fire retardant coating listed by the Underwriters



THE ARTIST'S DRAWING of the New Haven Railroad's unique year-long exhibit, featuring a typical New England village where Southern New England will display its products for the remainder of 1948, beginning Tuesday night, February 17, in the East Balcony of Grand Central Terminal in New York.

Laboratories, Inc., and carries the approval of the New York Board of Standards and Appeals, the American Hotel Association and many other famous testing bureaus.

Under flames, a surface treated with Albi-R begins to blister much like a toasted marshmallow. Rather quickly this area develops into a tough, black cellular mat which continues to swell until it protrudes from the surface. The mat acts as a heat insulator against the flame. The insulating mat can be scraped off and, unless the flame exposure has been extreme, the under surface will not be charred. It can be scraped, sanded and restored to full protection.

It is no wonder that tremendous uses for Albi-R are predicted for this war-born product by usually cautious authorities. The service department of the American Hotel Association, for example, sweepingly recommends it for all wood surfaces. It recommends that Albi-R be painted on baseboards, plasterboards, linen and other storage rooms, shelving, kitchens, boiler rooms, elevators and dumb waiter shafts. The usefulness of Albi-R is further extended to plaster, brick and metals because it prevents the penetration of heat to any surface to which it is applied.

Albi research and production are under the direction of B. B. Kaplan, executive vice-president of the company. Research laboratories are maintained at Hartford, Cambridge and New York; the product is produced at the Albi plant in Hartford, located at 29 Bartholomew Avenue, with sales offices in New York City.

Since its discovery and development, nearly all the available supply of Albi-R has been used by U. S. Government agencies to protect its personnel, equipment and structures from the hazards of fire. Huge shipments have been ordered for civil and military use in government projects all over the country.

Although only recently available for civilian use, Albi-R is already protecting many of America's great industrial plants, commercial, municipal and public buildings. In New England, Yale and Harvard Universities, the Boston & Maine Railroad, A & P, Liberty Mutual, M.I.T. and many hotels, theaters and public buildings are listed among the users of Albi-R.

The product has had sensational notice in the public press. The country's leading editors have been quick to hail the discovery of this new weapon.

QUIET

Through CELOTEX ACOUSTICAL PRODUCTS is now within the means of every business—large or small.

For complete information about how ACOUSTI-CELOTEX reduces noise, call

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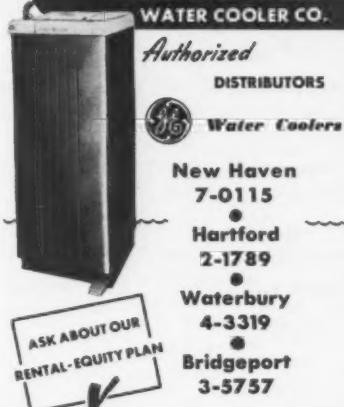
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against fire. Life magazine and many of the country's leading consumer and business publications have carried the magic story of Albi-R to millions of readers.

One of Connecticut's newer industries, Albi is rapidly becoming what its slogan so proudly proclaims: "The National Guard Against Fire."

Ashland Corporation Polls Its Employees

(Continued from page 16)

Question: Do you enjoy hearing music in the canteen at lunch time?

Answer: Yes, 75.85%; No, 16.1%; No answer, 8.05%.

Question: Do you think the prices in the canteen are:

Answer: High, 32.5%; Reasonable, 59.4%; Low, 0%; No answer, 8.1%.

Summary

As might be expected of a questionnaire of this nature, there are extreme

opinions on each of the questions asked. The results, as you have noticed, do show that an overwhelming majority of Ashland people feel that:

They like their jobs.

The working conditions are either the same or better than in other plants.

The team work in their departments is either just as good or much better than in other departments.

Their supervisor is either all right or really knows his stuff.

The reputation of Ashland in the community ranges from good to excellent.

The company would do all it could to provide steady employment.

The company has the goodwill of from one-half to most of the employees.

The "Review" is read regularly.

The food in the Canteen is average or good most of the time.

Attitude Appraisal

(Continued from page 13)

exerts strange influence on the attitude of employees toward their employers.

Pay Inequalities. What do formal attitude appraisals disclose with respect to compensation? Often they disclose that there are inequalities in pay, and this condition always has adverse effect on the morale of employee. This applies not only to those employees who are affected by this condition, but it equally applies to all the others who, with few exceptions, are in sympathy with the dissatisfied faction.

Promotion Policies. What do formal attitude appraisals disclose with respect to promotion policies? Often they disclose the lack of definite policies concerning promotional lines to which employees like to be exposed in order to advance themselves. Frequently unsound basis of promotions is the source of much controversy, heard or unheard by management.

Training Facilities. What do formal attitude appraisals reveal with respect to training facilities? Often there is lack of well-planned training pro-

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• EXTO is the SPECIAL product for the SPECIAL problem of •
• ROACHES. It can completely rid •
infested areas with one or two •
thorough applications (used as •
a residual spray it gives lasting •
protection). Unlike DDT prepara- •
tions, EXTO does not scatter •
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Exto Works 3 Ways—

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visible, odorless film re-
tains its strength for long
periods;
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for SIZE OF ORDER

for UNIFORMITY (if repeat order)

for PROPER TOOLING

for SPECIALIZED MACHINERY

... Springs made by Wallace Barnes are job-engineered—appraised for those specifications which, if not properly anticipated, may result in extra operations which naturally means extra cost. By use of specialized departments, ingenious machines and toolmakers with experience and imagination, operations are reduced to a minimum consistent with quality and quantity desired. Wallace Barnes job-engineering, working simultaneously with your design-engineering, should result in the greatest production economy and the best spring for your purpose.

Wallace Barnes SPRINGS

SMALL STAMPINGS • WIRE FORMS • HAIRSPRINGS • COLD ROLLED SPRING STEEL

WALLACE BARNES COMPANY
BRISTOL, CONN.

DIVISION OF THE ASSOCIATED SPRING CORP.
AND IN CANADA, THE WALLACE BARNES CO., LTD., HAMILTON, ONTARIO



TAXATION

By DANIEL B. BADGER
Attorney

Tax Burdens on Out-of-State Sales

CONNECTICUT is a state of relatively small manufacturing concerns which nevertheless sell about 95% of their products to customers in the other 47 states and in the District of Columbia. The average Connecticut manufacturer does not, however, maintain places of business or stocks of merchandise in these distant localities. He merely takes orders for their product and ship it directly to the customer from their Connecticut plant. Until fairly recently, it was never considered that the mere sale of merchandise in this manner constituted any more than engaging in interstate commerce, and the Connecticut manufacturer was therefore comparatively free from the various state tax, license and franchise laws which applied to *intrastate* operations there. As long as no branch office or warehouse was established outside Connecticut, the local concern was not required to qualify as a foreign corporation doing

business in the other states, or worry about tax returns there.

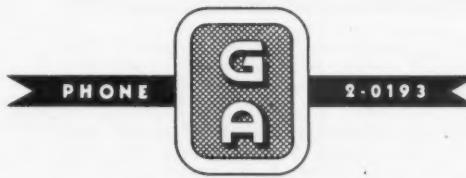
With the advent of state sales and use taxes, however, the picture has become gradually more and more complicated, with each state seeking to impose the responsibility for collecting its own particular tax upon the out-of-state vendor. As late as 1940, it was generally assumed that a state could not impose sales and use tax obligations on an out-of-state vendor who merely shipped merchandise into the state directly to the customer. This theory was modified in large part by a series of Supreme Court decisions in that year, notably the Berwind-White, Felt & Tarrant, and DuGrenier cases. These decisions opened the way for a state to collect sales taxes from an out-of-state concern if that concern maintained a sales office in the state and "delivered possession" of the merchandise to the customer there. It was not until 1944, however, that the Court

gave its verdict in cases involving the typical out-of-state sales situation of Connecticut manufacturers. This situation essentially involves three steps: (1) solicitation of an order in the state by a traveling salesman for an out-of-state concern; (2) acceptance of the order at the home office of that concern; (3) shipment of the merchandise direct to the customer, f.o.b. point of shipment. On these facts, the Court reached two opposite conclusions, with Justice Frankfurter writing both opinions. It decided first that the taxing state could not require the out-of-state vendor to collect a *sales* tax, because the sale took place outside the state and the taxable event was therefore beyond its jurisdiction (McLeod vs. J. E. Dilworth Co., 322 U.S. 327). On the other hand, the Court decided that the state could require the same vendor to collect a *use* tax pertaining to the sale, because the use took place within the taxing state and because it was permissible to make the distributor the tax collector for the state (General Trading Co. vs. Iowa, 322 U.S. 355).

The practical result of these decisions is that the vendor can be required to collect a tax on all sales made to residents of a state which has a use tax. All but one or two of the sales tax states also have a use tax, so that in principle a manufacturer doing interstate business may be required to register, file returns and pay tax in a large number of states.

So far many of the sales tax states have been slow in taking full advantage of the method now open to them for collection of use taxes. Until the

(Continued on page 44)



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PHOTO-ENGRAVING DIRECT MAIL ADVERTISING



TRANSPORTATION

ERWIN H. TUTHILL

Traffic Manager

THE recent move on the part of the American Society of Traffic and Transportation will be of considerable interest to the traffic managers of the state. For the first time an organization has proposed a concrete step towards the professionalization of traffic management. This society, with some 300 members, proposes to set up a national organization which will conduct examinations and issue certificates to those who pass, verifying the fact that the examinee possesses the necessary qualifications to be an astute traffic manager. The examination is to be in four parts planned to cover transportation economics, traffic management, transport law and regulation as well as general business and will have to be taken at specific times and places. The total cost of the examination will be \$85, \$25 of which is payable at the time of application and \$15 for each examination taken.

In the event the applicant possesses a practitioner's license issued by the Interstate Commerce Commission, it will not be necessary to take the examination covering transport law and regulation. Supposedly these examinations will be of such a character that they will be impossible to pass without a thorough knowledge of transportation both from an academic and a practical standpoint so that a person graduating from an accredited traffic school will not be able to pass the examination until he has received considerable experience in the field. It will not be necessary, however, for long-experienced traffic men to stop work and go to school or enroll in night schools for an appreciable length of time in order to pass. However, it will undoubtedly be necessary for them to spend considerable time studying from a list of suggested texts issued by the society.

Just how effective this society will

become remains to be seen. It will not, of course, lead to actual professional status, at least for many years, but if successful, will be a step in the right direction toward the recognition which many traffic managers justly deserve.

★ ★ ★

Department of Transportation

The matter of a federal department of transportation to be headed by a secretary of cabinet rank is once again before the public. This time it is proposed to join the various functions relating to transportation now incorporated in several departments, the majority in the Department of Commerce, under a single heading. The principal ones involved are the Interstate Commerce Commission, the Civil Aeronautics Board, the Maritime Commission, the Office of Defense Transportation and the Weather Bureau. In order to assuage the opposition as much as possible, the proposal calls for including the Interstate Commerce Commission, the Maritime Commission and the Civil Aeronautics Board only in so far as their facilities are concerned, leaving their quasi-judicial, quasi-legislative and quasi-executive powers out of the scope of the authority of the new secretary. This attempt has not been entirely successful in that there is still a great deal of dissension for fear that although these functions would not be included at the present time, the department might eventually take them over.

★ ★ ★

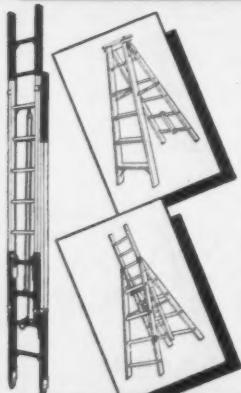
Proper Marking of Shipments

The rail carriers have recently revised Rule 75 of the Freight Claim Rule Book outlining the method to be followed where packages are received at transfer points with markings that do not agree with the label. Apparently there have been many loss and damage claims as well as much delay in transit due to miskarking and misbilling. In order to alleviate this situation as much as possible, it is necessary that the shippers cooperate to the fullest extent in the carriers' drive to minimize the delays and claims. The rule, as it presently reads, calls for the following procedure where the destination marks on all packages in a shipment are found to differ from those on the waybill presumed to cover; the freight and waybill must be held by the agency discovering the discrepancy

(Continued on page 45)

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LADDERS FOR ALL INDUSTRIAL PURPOSES—Extension, Single and Sectional Ladders; Safety Platform Ladders; Heavy Duty Step Ladders; Extension Trestles; Featherweight Stages; Scaffolds; Painters' Staging—including Blocks and Falls, Hooks, Saddles and Brackets.

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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

ACCORDING to the general business index, the year 1947 was the most active in the peacetime history of Connecticut industry. Closing the year at an estimated 43% above normal, the index averaged 47% for the year as a whole which is substantially higher than the 1946 average of 37%. The first half of 1947 was exceptionally good with the post-war peak recorded in March and April at which time the index reached 55% above normal. Low point for the year was 38% in July when a sharp decline was caused by the reduction in number of employees and loss in manhours resulting from vacation shutdowns in a great many of the State's larger industrial plants. Since August, the index has moved within a narrow three point range at just over 40% above normal.

Estimated at 60% above normal, the December index of manhours worked in Connecticut factories was at the same level as a year ago. In the

meantime, however, the index rose to a peacetime high of plus 70 in June and then dropped sharply in the following month to 51, which was the lowest index for the year.

A comparison of average earnings and hours worked in Connecticut factories for October 1947 (the most recent date for which figures are available) with the same month of 1946 shows that male employees received \$60.03 for working 43.4 hours as compared with \$56.34 for a 44.3 hour week a year earlier. Average basic hourly earnings increased 10% during the year from \$1.21 to \$1.33. Female factory employees earned \$42.14 for a 39.1 hour week in October 1947 as against \$38.18 for 39.6 hours the year before. Basic hourly earnings rose from \$.96 to \$1.08, representing an average increase of 13%. Since May 1947, however, male basic hourly earnings have increased only 4% and female 2%.

In December the index of manufac-

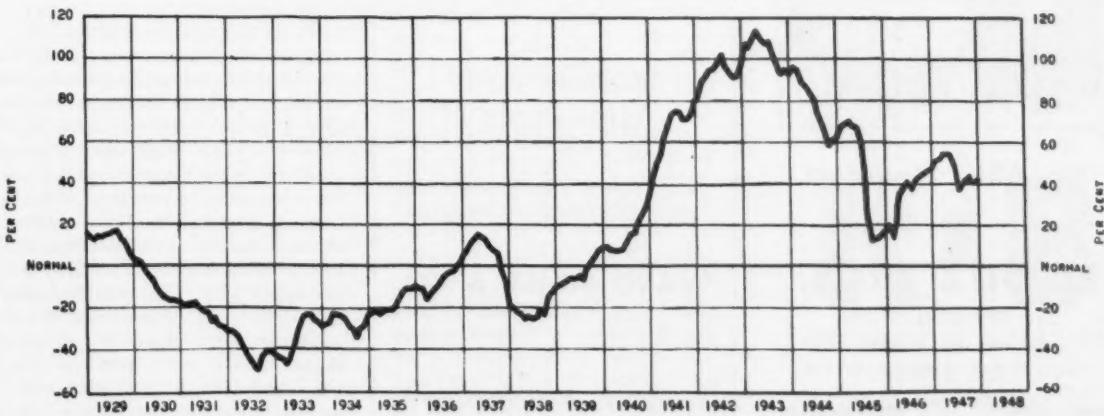
turing employment in Connecticut rose fractionally to an estimated 41% above normal. Except for a somewhat greater than usual seasonal decline during July and August, the employment index held firm throughout 1947 averaging 44% above normal with a high of 48% in June and a low of 41% in October.

In its monthly employment bulletin, the State Department of Labor reports a total of 416,000 workers in Connecticut manufacturing industries in December, a decrease of 9,000 from the number employed in the corresponding month of the preceding year. A breakdown of the current total by classification shows that the largest portion, 19%, are engaged in the manufacture of machinery. Following that group in order of importance are: fabricated metal products 12%, textiles 10%, electrical equipment 10%, primary metal products 9%, and transportation equipment 8%.

The loss in manufacturing employment during 1947 was more than offset by the gain in non-manufacturing employment which increased 10,000 to 273,000. Among the non-manufacturing industries, employment increases were reflected in insurance, finance and real estate, 5,000; trade, 5,000; utilities, 2,000, and construction, 1,000. Decreases of 2,000 and 1,000 occurred in interstate railroads and the service industries, respectively.

The index of freight shipments originating in eight Connecticut cities declined in December to 24% above normal. Although the current index is fifteen percentage points lower than

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



that of December 1946, the yearly average for 1947 was 35% above normal as compared with 32% last year. For the year 1947, total tonnage shipped from all eight locations was about 4% above the amount forwarded during the preceding year. Loadings of revenue freight for the country as a whole as reported by the Association of American Railroads was approximately 8% over the 1946 figure.

The December index of construction work in progress was estimated at 47% above normal, an increase of six points over last month and 32 since June. Whereas the average annual index for the year was relatively high at 39% above normal, it was substantially below the 51% average for 1946.

The index of cotton mill activity in Connecticut was estimated at 1% above normal in December. The average annual index for 1947 was 8% above normal, the same as in 1946. This past year, however, the index averaged 13% above normal in the first six months and only 3% in the last half of the year, reflecting a substantial reduction in cotton mill activity during recent months.

On January 14 President Truman

sent his second annual economic report to Congress based largely on material submitted to him late in December by the Council of Economic Advisers. The report includes a summarization of the main features of economic activity in the United States during 1947. Some of the outstanding national results for last year were as follows: employment reached a new record of 60 million and unemployment was estimated at about 2½ million; production of goods was about 7% above 1946 and 76% above the 1935-39 average; consumer income after taxes reached a new high annual rate of \$1,264 per capita in the last quarter of 1947. However, the purchasing power of the consumer's dollar income declined 8% during the year and consumer credit rose to a new peak of 13.3 billion dollars; business investment and income remained consistently above the level of any previous year; housing units completed were nearly double the number in 1946; exports of goods and services ran at the annual rate of 20 billion dollars in the early part of the year but declined later; and the nation's economic budget for the second half of

1947 indicates gross national production at an annual rate of 237 billion dollars contrasted with about 204 billion dollars for 1946.

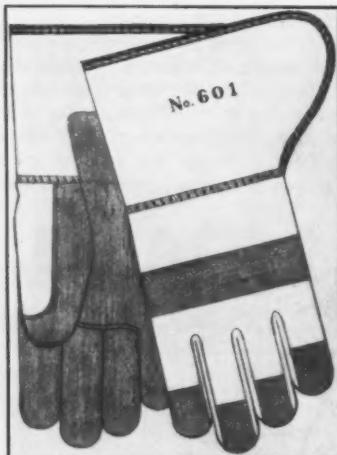
Taxation

(Continued from page 41)

General Trading Company case, most state use tax statutes and the administrative interpretations of tax officials generally provided for use tax collection only by out-of-state vendors who "maintain a place of business" in the state. It appears now, however, that more and more states are modifying their statutes and their regulations, or enforcing regulations already in existence, so as to require collection of use tax in all cases where a sale is the result of solicitation within the state. In other words, solicitation of orders is becoming one of the principal tests of "doing business" or "maintaining a place of business" within a state.

Mere solicitation of orders has also become an important test of taxability under the new District of Columbia Franchise and Income Tax Law enacted last summer. The old income tax law in the District specifically exempted income from sales made in the District where the only phase of the sales transaction which took place there was solicitation of orders. The new law, however, as interpreted by the Assessor, includes, in the measure of the tax, income from sales to the District if they result from soliciting activity which is "regular and sustained." This is just another tax problem added to the burden of the small manufacturer who makes sales in interstate commerce.

The multiplication of these local tax obligations presents a very real threat to the ability of small manufacturers to keep up their interstate business. The Supreme Court has rejected the idea that these local taxes constitute a burden on interstate commerce, arguing that the out-of-state vendor is carrying no more than a fair share of the tax burden corresponding to the benefit he receives from the state where he makes sales. This argument might hold true if the only burden involved were the dollars and cents of tax remitted to the state treasuries, but if the trend toward state sales and use taxation continues, and all states should decide to enforce the full tax collec-



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tion obligations which are now permissible against out-of-state vendors, it is conceivable that before long a Connecticut manufacturer may be faced with the task of registering in all states where he makes sales, filing monthly and quarterly tax returns there, and collecting tax on every sale. To make matters more complicated, every state has a sales and use tax law in which exemptions, definitions, administrative procedures, etc., differ from the next state. The Connecticut vendor will have to keep separate accounts for each state and keep abreast of the rules and regulations in each one of them. In view of the time and money required here at home for a business to live under one sales and use tax, it can scarcely be said that the existing rules for interstate taxation do not constitute a very real burden on interstate commerce, of which both Congress and the Supreme Court should take notice.

Transportation

(Continued from page 42)

and notice telephoned or telegraphed to the billing agent or the shipper in order to ascertain the correct destination. When this information is received, the marks on the packages or the destination on the waybill must be changed accordingly and the proper authority for the change must be shown on the waybill. In the event only a portion of the package in a shipment is found to differ with the waybill presumed to cover, that portion not marked in accordance with the waybill must be sent to marked destination on an astray waybill and those packages which agree with the waybill are forwarded with the waybill, unless the agent at the transfer point has or obtains knowledge that the destination shown on the waybill is correct, in which event the entire shipment is forwarded to the billed destination. It is obvious that strict adherence to this rule will, in many instances, cause considerable delay and possible loss of shipment. However, the rail carriers have been making a study of the whole situation and believe that the rule as now worded will cause fewer complaints. "An ounce of prevention is worth a pound of cure" and it is therefore important to see that your bills of lading are properly made out and your packages correctly marked.

A Review of 1947

The Interstate Commerce Commission in its 61st annual report included an outline of the various reports it had published on investigations of general interest which vividly explained why the year 1947 was so hectic in the transportation field. After reviewing this list of cases and translating them into changes in rate scales that have become effective because of these decisions, it is easier to realize the terrific pressure under which the traffic departments have been laboring. For instance, Ex Parte 162 became effective on January 1, 1947 and contained five tables which must be consulted in ascertaining the proper percentage of the increase to be added to the base rate once it had been ascertained, the percentage of increase being predicated on the area from and to which the shipment was to move as well as the commodity classification under which it fell. On August 22nd the revision of the class rates became effective as outlined in Interstate Commerce Commission Docket No. 28300. This not only had the effect of increasing the class rates within official territory and decreasing the class rates within and between the other territories, as well as between those territories and official territory, but also resulted in a revision in the preceding case by adding a 6th table to be used in conjunction with class rate within official territory.

On October 13th an additional 10% advance became effective on a temporary basis in conjunction with an interim report of the Interstate Commerce Commission in Ex Parte No. 166. This 10% increase gave way to a 20% increase authorized by the Interstate Commerce Commission just prior to the end of the year and which became effective on January 5, 1948. The net result was four changes in rates within a year for the account of the rail carriers. In addition to this, the motor carriers within New England received a 10% increase and the Railway Express Agency increased its rates roughly 25% in 1947 followed by another increase of 10% since the end of the year. Unfortunately it does not end there. For instance, effective February 1, 1948, 4th class was made the minimum rating for l.c.l. shipments within official territory and a decision has not yet been rendered in Docket No. 29770 which, if authorized, will have the effect of completely changing the less-than-carload class rates in this section of the country. Also, there has

been no final decision in Ex Parte 166. We hope that the year 1948 will complete the transition of rates from wartime to peacetime economy so that it will once again be possible for a traffic manager to ascertain what a particular rate will be on some future date.



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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

Simplified Financial Reports Will Help to Correct Popular Misconceptions of Business Profits

THE average person's inaccurate or erroneous conception regarding business operating profits and statistics has been disclosed very forcibly by surveys made by the Controllership Foundation, Inc., during the past year. These surveys disclosed that 45% of the public thinks that most companies are not telling the truth about their profits and that they actually make more than they report. As to

the type of reports that we have been accustomed to, 56% of the persons canvassed indicated that the reports were hard to understand and contained too many figures and big words. The extent of these misconceptions is startling and discloses that a relatively poor job has been done by business management and their accountants from an employee and public relations stand-

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point in disclosing the true facts of business operations.

The average financial report dealing in summary with facts and figures is dull reading at best, except for trained accountants and statisticians. Fortunately, in the past few years, an increasing number of companies have endeavored to make their reports as interesting and readable as possible for the average person. A few companies have issued the formal type of report to stockholders and a simplified report illustrated with charts and cartoons to employees. Experience has shown that in a number of cases many stockholders have requested the simplified report and have indicated a preference for this presentation because it shows the pertinent facts about the business more plainly.

The surveys further disclosed that 32% of the public think that business as a whole is making too much profit. When people were asked to name the "percent of net profit that business generally makes today," their answers varied widely, but the average figure named was 25%. This was an astonishing disclosure.

There may be isolated cases where a company is able to make a 25% net profit, but a report recently published by the National Industrial Conference Board covering a complete survey of corporate profits in 1946 disclosed that profits after taxes represented slightly less than 5%—five cents per dollar of sales. Another reliable survey shows that during the third quarter of 1947 the net profit of 375 of our principal industrial companies averaged 7.2 cents per sales dollar. This is the same as the rate of profit experienced in the prosperous pre-war years 1936-37 and 1940-41.

The public's concept of profits apparently does not result from actual reading of financial statements nor from the financial pages of newspapers and other periodicals, but is drawn from a wide variety of other sources. Fifty-four percent of the persons canvassed indicated that their impression that business was making too much profit was based on high prices.

Under our American system of private enterprise, prices to a considerable extent are influenced by competition, but in the long run they must be based essentially on costs. During the war years and subsequently, well managed companies have been required more and more to base their prices on costs, and to increase prices from time to time based on current increases in costs

(Continued on page 48)

PURCHASING NOTES

Contributed by the Purchasing Agents Association of Connecticut, Inc., affiliated with the National Association of Purchasing Agents.

Purchasing Agent Speaks Frankly to Sales Executives*

As the purchasing agent and sales man jointly struggled through the varied control and allocation systems which were used during the war, we came closer together. As we read the hundreds of pages of fine print and come to the end of most conservation orders, we saw that, in the event of a violation, "both the buyer and seller are guilty." The team certainly was together in those days.

Steel Shortage

I believe that it would be of interest to you to discuss some of the purchasing agent's problems under present conditions. Not so long ago, the front page of one of our local papers carried two news items concerning steel. The first column stated that steel ingot capacity had reached a postwar high and that this production of approximately 7,500,000 tons per month of ingot steel for castings was only 300,000 tons below the wartime peak of 7,800,000 tons. That's good. The next column stated that one of the large automobile concerns was closing down all of its production of automobiles for a week or ten days for lack of steel. That's not bad—it's cockeyed.

If you should go on the market for large-diameter steel pipe, you would be given a nice, snappy shipping promise of three to four years. If you were a purchasing agent, and survived the shock of such news, you would then ask why it takes so long to produce a few carloads of steel pipe. The answer is the same from all suppliers—a shortage of steel.

I, personally, have asked a dozen sales executives to explain why we have a steel shortage in the pipe industry and in other industries, when ingot production is at an all-time high. No answer yet.

If you should go on the market for large-diameter chrome moly pipe, you would receive another surprise. Delivery can be made in a matter of months—not years. What would you call that?

Production Schedules

Now, I would like to talk about production scheduling. Your production men, under pressure from management, are making maximum runs before shutting down for change-over. Here is what happens when these runs are extended beyond practical limits. We purchase certain castings in carload lots. Production men want orders placed a year ahead, with quantities needed per month. We look in the crystal ball with our operating men and come up with our best guess.

On a maximum run basis, you may make a run of a particular part once or twice a year. On the completion of a run, we receive a carload of nice new castings. Imagine how we feel when we discover there is no help in a carload. They are what we want in 1948; we are out of stock of 90 items needed in 1947, and will store several carloads of castings which we don't want until next year. What would you call that? We are disturbed.

Now, here is another one. We anticipate our requirements and place an order for 1,000 pieces of replacement material needed on a large piece of equipment and specify June 1, 1948 delivery. We were told to anticipate by six months. In a month, the order bounces back. The supplier is on a

maximum run basis. It would take him three hours to run the 1,000 pieces, but it would take six hours to set up. So, no pieces in 1948. "Maybe 1949, if some other customer needs some. Sorry." How about our next order for the equipment itself? We are disturbed.

You represent us when your company establishes policies on production and allocation. We suggest that you review your production figures to see if, in order to stay on a maximum run basis, you are shipping carloads of material which are not needed for many months or a year ahead.

Allocations

Now, as to allocations which are generally on a sales district basis; to begin with, a purchasing agent, regardless of how badly he needs material, must in fairness accept the allocation principle. These allocations also involve a historical base period, and the average dollar value or tons of business placed during that period are used to compute the customer's share of your production. As your production varies, the percentage of the base figure is adjusted upward or downward.

We are all right so far, but some new features are being added for allocation of 1948 production: No specialty items, include 1947 in base period; and one company says, "Orders for each month of the year, 1948, must be placed no longer than 90 days and no sooner than 45 days prior to each month shipment." Again, we have to work this problem of shortage together, but don't you think the buyer is going to take an unnecessary beating under such rules? Elimination of specialty items may improve your production problem to a certain degree, but watch out for the substitute items and substitute supplier that the purchasing agent has to pull out of the hat in order to keep his own production running.

Prices

As a part of the team, you also represent us when your company establishes your price policy.

In the early part of 1946, we were told that, during the reconversion period, it would be impossible to determine production costs and this, plus the uncertainty of material and labor costs, made it impossible to quote prices. This started the "blank check" or "price in effect at time of shipment" period. When some of those

* Extracts from address to Pittsburgh Sales Executives Club, by Russell C. Wenz, General Purchasing Agent, Philadelphia Co. & Subsidiary Companies, Pittsburgh, Pa.

blank checks were filled in, the figures looked pretty big.

A year ago, when buyers were demanding firm prices, they were told that it was not practical because, if forced to firm up, they would have to add possible increases of material and labor costs. . . .

This type of price policy, which runs the price up in order to eliminate risk, is further protected by the escalator clause. Then, on top of all this, we find the practice of setting up reserves against inventory depreciation.

I can assure you that purchasing agents generally feel that prices have been raised too high and that something should be done about it.

When you are explaining some of your present prices to the purchasing agent, can you honestly say that your company is doing everything possible to keep prices down? Now, again, as a part of the team, we believe that it is time for you to ask for a review of your price policies. We are hopeful of prompt action.

Accounting Hints

(Continued from page 46)

of raw materials, labor and various other operating expenses. Prices thus reflect not only the forces of competition and inflation, but also costs of inefficiencies, low productivity and waste.

We have been experiencing a period of inflation with supply below the demand and with constantly rising costs of materials and labor required to produce our products. Until a balance can be reached and output increased at less cost, the inflationary spiral is likely to continue.

The obvious answer to this menace of inflation is to increase output of product to the point of meeting the demand and to lower cost of this output through increased efficiency, thereby eliminating the pressure for further increases in prices.

Production Control

(Continued from page 18)

pertinent facts and figures, eliminates from the executives' attention situations which are in a normal condition,

spotlighting the bad points and thereby reducing, immeasurably, the amount of time necessary to make an analyzed report.

It flashes the facts to all interested parties at one time, is flexible and can be adapted quickly to any problem. It eliminates, according to the users, or greatly reduces the amount of time necessary for the accumulation of usable facts from a routine, paper record.

In fact, it is a well known maxim that "in any kind of business operation, the greatest obstacles to efficiency are bottlenecks that appear from nowhere, and always develop at the wrong time." However, it is also true that bottlenecks do not just casually happen; they are the slow, constant, growth of weak production or operating control which reflects the need for improvement. Students of postwar business controls generally agree that, in view of these facts, the remedy at hand is to have a stronger link of production or operation functions with the central control that gives an up-to-the minute picture of your business—graphic presentation of past, present and future operations, singly, combined, and in proper sequence one to the other.

As users of such systems have pointed out:

When production (or as the case may be, operation) is under accurate central control, there's far less waste of time and money because men, resources and/or necessities are used to their fullest capacity and to save valuable man-hours, conserve vital executive time are among the results of efficient production.

Perhaps before the war, while these needfuls and their objectives were appreciated and even sought in industry, business and transportation through various methods, the postwar world is becoming constantly more visual-minded with the result that methods of operation in all kinds of enterprises today are converging to the point of the graphic as in the instance described in this article.

In the Production Engineering Department at Pratt and Whitney, these Boards are used as a visual check and control on production tooling programs. Starting with the receipt of engineering releases in the department, all steps taken in the tooling programs are "pegged" on the boards until all special tools are finally delivered to the production departments.

Legends are as follows:

Go Ahead Date—(the date the engineering release or proper authority for starting to tool is received in Department).

Date to process planners—(time difference between No. 1 and No. 2 is a check on clerical effort in certain set-up preparations in gathering necessary schedule data).

Date—operation sheets scheduled.

Date—operation sheets completed.

Date—tool design scheduled.

Date—tool design completed.

Date—tool make and inspection scheduled.

Date—tool make and inspection completed.

Machine start date.

The process planning group, as it is called in this plant, has the responsibility of translating the engineering part blueprint into machining methods. Such interpretations come in the form either of word or picture operation sheets as supplied to staff engineers. Not only do these operation sheets reveal the machines to be used, but also the special and standard tools.

Commenting on the control board system, Mr. Moore of the Engineering Department stated:

"New special tools require tool designs before there can be any ordering. So upon completion of the tool design, special tools are placed on order with outside suppliers or in the company's own tool room. Then, when the tools are received, they are inspected and delivered to the proper location. Boards show imminent trouble spots in meeting schedule dates so that corrective measures can be taken prior to the occurrence of serious trouble."

"A separate set of boards is used to visually control the tooling progress made in the incorporation of engineering changes. Engineering changes usually cause operation sheets to be changed, tool designs to be altered. Fundamentally, the steps taken are the same as those in the tooling of new parts. At any time, the boards show the 'work load' in the production Engineering Department."

"This system has resulted in a much more reliable 'projection' of our factors," Mr. Moore continued, "than is ordinarily provided by paper records alone. Any one in our organization concerned can get a 'picture' at a glance without entering into the time-consuming details of paper record analysis which is, after all, past history. In other words, the visual or board system enables us to constantly look ahead and head off trouble."

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms	Automotive Friction Fabrics	Blower Fans
Baker Goodyear Co The New Haven	Russell Mfg Co The Middletown	Colonial Blower Company Hartford
Accounting Machines	Automotive Parts	Connecticut Blower Company Hartford
Underwood Corporation Bridgeport	Eis Manufacturing Co (Hydraulic and Mechanical) Middletown	Spencer Turbine Co The Hartford
Adding Machines	Automotive & Service Station Equipment	Blower Systems
Underwood Corporation Bridgeport	Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) Bridgeport	Colonial Blower Company Hartford
Advertising Specialties	Scovill Manufacturing Company (Canned Oil Dispensers) Waterbury 91	Connecticut Blower Company Hartford
H C Cook Co The 32 Beaver St Ansonia	Eis Manufacturing Company Middletown	L Mfg Div of The Ripley Co Torrington
Waterbury Companies Inc Waterbury	Bakelite Moldings	Blueprints and Photostats
Aero Webbing Products	Waterbury Companies Inc Waterbury	Joseph Merritt & Co Hartford
Russell Mfg Co Middletown	Bakelite Moldings	Boilers
Air Compressors	Waterbury Companies Inc Waterbury	Bigelow Co The New Haven
Spencer Turbine Co The Hartford	Watertown Mfg Co The Watertown	Petroleum Heat & Power Co (domestic only) Stamford
Air Conditioning	Bakelite Moldings	Bolts & Nuts
Home Heating Service Inc (forced air heating units, oil fired) South Norwalk	Waterbury Companies Inc Waterbury	Blake & Johnson Co The (nuts, machine screws, bolts, stove)
Aircraft	Bakelite Moldings	Waterville
Chance Vought Aircraft Division United Aircraft Corporation (airplanes) Stratford	American Machine & Foundry Co New Haven	Clark Brothers Bolt Co Milldale
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport	Balls	O K Tool Co Inc The (T-Slot) 33 Hull St Shelton
Aircraft Accessories	Abbott Ball Co The (steel bearing and burnishing)	Bonderizing
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) West Hartford	Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Craiglow Mfg Company Portland
Warren McArthur Corp (Airplane Seatings) Bantam	Kilian Steel Ball Corp The	Leeds Electric and Mfg Co The Hartford
Aircraft Electrical Testing Equipment	Hall Mfg Co (dime and combination) Ansonia	Bouillon Cubes
United Advertising Corp, Electrical Division New Haven	Banks	Maggi Co Inc (Maggi's) New Milford
Aircraft—Repair & Overhaul	Abbott Ball Co The (burnishing and tumbling)	Box Board
Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford	Hartford Steel Ball Co The (tumbling)	Lydall & Foulds Paper Co The Manchester
United Airports Div United Aircraft Corp Rentschler Field East Hartford	Hartford	National Folding Box Co New Haven
Aircraft Tubes	Bath Tubs	Robertson Paper Box Co New Haven
American Tube Bending Co Inc New Haven	Bearings	Montville
Air Ducts	Fafnir Bearing Co (ball) New Britain	Robert Gair Co Portland
Wiremold Co The (Retractable) Hartford	New Departure Div of General Motors (ball)	Shipping Containers
Airplanes	Bristol	Boxes & Crates
Chance-Vought Aircraft Div United Aircraft Corp Aluminum Castings Stratford	Norma-Hoffmann Bearings Corp (ball and roller)	City Lumber Co of Bridgeport Inc The Bridgeport
Aluminum Castings	Bellows	Boxes—Paper—Folding
Eastern Malleable Iron Company The Naugatuck	Bridgeport Thermostat Company Inc (metallic)	Atlantic Carton Corp Norwich
Newton-New Haven Co 688 Third Avenue West Haven	Bridgeport Thermostat Company Inc	Bridgeport Paper Box Co Bridgeport
Aluminum Forgings	Bellows Assemblies	Carpenter-Hayes Paper Box Co Inc The East Hampton
Scovill Manufacturing Company Waterbury 91	Bridgeport Thermostat Company Inc	M S Dowd Carton Co Hartford
Aluminum Goods	Bellows Shaft Seal Assemblies	National Folding Box Co (paper folding) New Haven
Waterbury Companies Inc Waterbury	Bridgeport Thermostat Company Inc	New Haven Pulp & Board Co New Haven
Aluminum Ingots	Bells	Robertson Paper Box Co Montville
Lapides Metals Corp New Haven	Bevin Brothers Mfg Co East Hampton	Robert Gair Co Portland
Aluminum Lasts	Gong Bell Co The East Hampton	S Curtis & Son Inc Sandy Hook
Shoe Hardware Div U S Rubber Company Waterbury	Gaylor Electric Company Inc (and buzzers)	Warner Brothers Company The Bridgeport
Aluminum—Sheets & Coils	Bridgeport	Boxes—Paper—Setup
United Smelting & Aluminum Co Inc New Haven	Bell Fasteners	Bridgeport Paper Box Co Bridgeport
Ammunition	Bristol Company The Waterbury	Brake Cables
Remington Arms Co Inc Bridgeport	Saling Manufacturing Company (patented self-aligning)	Heminway Corporation The Waterbury
Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Belting	Eis Manufacturing Co Middletown
Anodizing	Hartford Belting Co Hartford	Brake Linings
Conn Metal Finishing Co Hamden	Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)	Raybestos Div of Raybestos-Manhattan Inc The Bridgeport
Apparel Fabrics—Woolen & Worsted	Russell Mfg Co The Middletown	Russell Mfg Co The Middletown
Broad Brook Company Broad Brook	Thames Belting Co The Norwich	Brake Service Parts
Artificial Leather	Benches	Eis Manufacturing Co Middletown
Permatex Fabrics Corp The Jewett City	Charles Parker Co The (piano) Meriden	Brass and Bronze
Zapon Div Atlas Powder Co Stamford	Bends—Pipe or Tube	American Brass Co The (sheet, wire, rods, tubes)
Asbestos—	National Pipe Bending Co The 160 River St New Haven	Bristol
Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown	Bent Tubing	Chase Brass & Copper Co Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) Bridgeport	American Tube Bending Co Inc New Haven	Miller Company The (phosphor bronze and brass in sheets, strips, rolls)
Rockbestos Products Corp (insulated wire, cable and cords) New Haven	Bicycle Coaster Brakes	Scovill Manufacturing Company Waterbury 91
Asbestos & Rubber Packing	New Departure Div General Motors Corp	Thinsheet Metals Co The (sheets and rolls)
Colt's Manufacturing Company Hartford	Bicycle Sundries	Waterbury
Assemblies—Small	New Departure Div General Motors Corp	Brass & Bronze Ingot Metal
Greis Manufacturing Co The New Haven	Binders Board	Whipple and Choate Company The Bridgeport
Han-Dee Spring and Manufacturing Co The (Small) Hartford	Colonial Board Company Manchester	Brass Goods
Wallace Barnes Co The Div Associated Spring Corp	Biological Products	Rostand Mfg Co The (Ecclesiastical Brass Wares)
Auto Cable Housing	Ernst Bischoff Company Inc Ivoryton	Milford
Wiremold Company The Hartford	Blacking Salts for Metals	Scovill Manufacturing Company (To Order) Waterbury 91
Automatic Control Instruments	Mitchell-Bradford Chemical Co Bridgeport	Blades
Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury	Capewell Manufacturing Company Metal Saw Division (hack saw and hand saw) Hartford	Waterbury Companies Inc (to order) (small sheet metal parts)
Automobile Accessories	Blankets—Automatic	Waterbury
Killborn-Sauer Company (lights and other accessories) Fairfield	General Electric Company Bridgeport	Winchester Repeating Arms Company Division
Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) Bridgeport	Bleaching, Dyeing, Printing & Finishing	Olin Industries Inc New Haven
	Glaso Finishing Co The	Brass Mill Products
	United States Finishing Company The (textile fabrics)	Bridgeport Brass Co Bridgeport
	Block	Chase Brass & Copper Co Waterbury
	Howard Company (cupola fire clay) New Haven	Scovill Manufacturing Company Waterbury 91
		Brass Stencils—Interchangeable
		Fletcher Terry Co The Box 415, Forestville (Advt.)

IT'S MADE IN CONNECTICUT

Brass Wall Plates	Bridgeport	Castings—Permanent Mould	Copper (Continued)
Gaynor Electric Company Inc	Bridgeport	Bradley & Hubbard Mfg Co The (zinc and aluminum)	Chase Brass & Copper Co (sheet, rod, wire, tube)
Brick—Building	New Britain	Meriden	Waterbury
Donnelly Brick Co The	New Britain	Centrifugal Blower Wheels	Thinsheet Metals Co The (sheets and rolls)
Bricks—Fire	New Haven	Torrington Manufacturing Co The	Waterbury
Howard Company	New Haven	Torrington Chain	
Bright Wire Goods	Eyes, Screw	John M Russell Mfg Co Inc	Naugatuck
Sargent & Company (Screw Hooks, Cup Hooks, Hooks and Eyes, C. H. Hooks)	Eyes, C. H. Hooks	Chain—Welded and Weldless	
Broaching	Bridgeport	Bridgeport Chain & Mig Co	Bridgeport
American Standard Co	Plantsville	Chain—Bead	
Hartford Special Machinery Co The	Hartford	Bead Chain Mfg Co The	Bridgeport
Brooms—Brushes	Hartford	Chartered Coach Service	
Fuller Brush Co The	Hartford	Connecticut Company The (excursions a specialty)	New Haven
Buckles		Chemicals	
B Schwanda & Sons	Staffordville	American Cyanamid & Chemical Corp	
G E Prentice Mfg Co The	Kensington	Waterbury	
Hatheway Mfg Co The (Dee Rings)	Bridgeport	Apothecaries Hall Co	Waterbury
Hawie Mfg Co The	Bridgeport	Edcan Laboratories	South Norwalk
John M Russell Mfg Co Inc	Naugatuck	Macalaster Bicknell Company	New Haven
Patent Button Co The	Waterbury	MacDermid Incorporated	Waterbury
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap)	Waterbury	Cherries	
Waterbury Companies Inc	Waterbury	John Magee & Co Incorporated	Saybrook
Buffing & Polishing Compositions		Chromium Plating	
Apothecaries Hall Co	Waterbury	Chromium Corp of America	Waterbury
Lea Mfg Co	Waterbury	Chromium Process Company The	Shelton
Buffing Wheels		Nutmeg Chrome Corporation	Hartford
Williamsville Buff Mfg Co The	Danielson	Chucks	
Buttons		Cushman Chuck Co The	Hartford
B Schwanda & Sons	Staffordville	Chucks & Face Plate Jaws	
Colt's Manufacturing Company	Hartford	Union Mfg Co	New Britain
L C White Company The	Waterbury	Clay	
Frank Parizel Manufacturing Co The	West Willington	Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven
Patent Button Co The	Waterbury	Cleansing Compounds	
Scovill Manufacturing Company (Uniform and Tack Fasteners)	Waterbury 91	MacDermid Incorporated	Waterbury
Waterbury Companies Inc	Waterbury	Clock Mechanisms	
Cabinets		Lux Clock Mfg Co The	Waterbury
Charles Parker Co The (medicine)	Meriden	Seth Thomas Clocks	Thomaston
Cabinet Work		United States Time Corporation The	
Hartford Builders Finish Co	Hartford	Clocks—Alarm	Waterbury
Cable—BX Armored		Lux Clock Mfg Co The	Waterbury
General Electric Company	Bridgeport	Clutches	
Cable—Nonmetallic Sheathed		Snow-Nabsted Gear Corp The	New Haven
General Electric Company	Bridgeport	Clutch Facings	
Cable—Service Entrance		Russell Mfg Co The	Middletown
General Electric Company	Bridgeport	Clutch—Friction	
Cages		Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	Bridgeport
Andrew B Hendryx Co The (bird and animal Cams)	New Haven	Clocks—Automatic Cooking	
Hartford Special Machinery Co The	Hartford	Lux Clock Mfg Co The	Waterbury
Rowbottom Machine Company Inc	Waterbury	Clutches	
Canvas Products		Snow-Nabsted Gear Corp The	New Haven
F B Skiff Inc	Hartford	Clutch Facings	
Capacitors		Russell Mfg Co The	Middletown
Electro Motive Mfg Co Inc The (mica & trimmer)	Willimantic	Clutch—Friction	
Card Clothing		Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	Bridgeport
Standard Card Clothing Co The (for textile mills)	Stafford Springs	Coffee Makers	
Carpenter's Tools		General Electric Company	Bridgeport
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises)	New Haven	Coils—Pipe or Tube	
Carpets and Rugs		National Pipe Bending Co The	160 River St New Haven
Bigelow-Sanford Carpet Co	Thompsonville	Coinmaster Products	
Carpet Lining		Hall Mfg Co	Ansonia
Palmer Brothers Co	Fitchville	Comfortables	
Casket Trimmings		Palmer Brothers Co	Fitchville
Bridgeport Casket Hardware Co The	Bridgeport	Commercial Heat Treating	
Casters		A F Holden Company The	52 Richard St West Haven
Bassick Company The (Industrial and General)	Bridgeport	Communication Equipment	
Casters—Industrial		Airadio Incorporated (aircraft, marine, intra-facility)	Stamford
George P Clark Co	Windsor Locks	Compressors	
Castings		Norwalk Company Inc (high pressure air and gas)	South Norwalk
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum)	Meriden	Concrete Products	
Charles Parker Co The (gray iron)	Meriden	Plasticrete Corp	Hamden
Eastern Malleable Iron Company The (malleable iron, Z metal and alloy)	Naugatuck	Airadio Incorporated (variable)	Stamford
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock)	Naugatuck	Condensers	
John M Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck	Sonoco Products Co (Climax-Lowell Div) (Paper)	Mystic
Malleable Iron Fittings Co (malleable iron and steel)	Brantford	Consulting Engineers	
McLagon Foundry Co (gray iron)	New Haven	Stanley P Rockwell Co Inc The (Consulting)	296 Homestead Ave Hartford
Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven	Contract Machining	
Philbrick-Booth & Spencer Inc (gray iron)	Hartford	Malleable Iron Fittings Company	Branford
Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91	Contract Manufacturers	
Sessions Foundry Co The (gray iron)	Bristol	Greist Mfg Co The (metal parts and assemblies)	
Union Mfg Co (gray iron)	New Britain	503 Blake St	New Haven
Waterbury Foundry Company The (highway & sash weights)	Waterbury	Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown	Scovill Manufacturing Company (Metal Parts and Assemblies)	Waterbury 91
		Waterbury Companies Inc	Waterbury
		Controllers	
		Bristol Company The	Waterbury
		Manning Maxwell & Moore Inc	Bridgeport
		Conveyor Systems	
		Leeds Electric and Mig Co The	Hartford
		Copper	
		American Brass Co The (sheet, wire, rods tubes)	Waterbury
		Bristol Brass Corp The (sheet)	Bristol
		Drapery	
		Allen Manufacturing Co	Hartford
		Drafting Accessories	
		Joseph Merritt & Co	Hartford
		Drillings	
		Palmer Brothers Co	Fitchville
		Drilling Machines	
		Henry & Wright Manufacturing Company The (sensitive)	Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Drop Forgings	Enameling	Furnaces
Atwater Mfg Co Blakeslee Forging Co The Bridgeport Hdwe Mfg Corp The Capewell Mfg Company Wilcox Crittenden & Co Inc	Plantsville Plantsville Bridgeport Hartford Middletown	Conn Metal Finishing Co Leeds Electric and Mfg Co The (including wrinkle finishes) Waterbury Plating Company Clairglow Mfg Co
Druggists' Rubber Sundries Goodyear Rubber Sundries Inc (Guardian "Plasti-Cleer," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.) Seamless Rubber Company The	Middlebury Hartford New Haven	Hamden Hartford Waterbury Portland
Dust Collecting Systems Connecticut Blower Company Edged Tools Collins Co The (axes and other edged tools)	Hartford Hartford Collinsville	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) Wolverine Motor Works Inc (diesel stationary marine)
Elastic Webbing Russell Mfg Co The Electric Appliances General Electric Company	Middletown Middletown Bridgeport	Curtis 1000 Inc United States Envelope Company, Division
Electric Cables Rockbestos Products Corp (asbestos insulated)	80 Pliny St Hartford	Hartford Hartford
Electric Circuit Breakers Trumbull Electric Mfg Co The	Plainville	Walton Company The Eyeslets
Electric-Commutators & Segments Cameron Elec Mfg Co The (rewinding motors)	Hartford	Waterbury
Electric Cord & Cord Sets Accurate Insulated Wire Corp	New Haven	Platt Bros & Co The P O Box 1030
Electric Cords Rockbestos Products Corp (asbestos insulated)	New Haven	Plume & Atwood Mfg Co The Scovill Manufacturing Company
Electric Eye Control United Cinephone Corporation	Torrington	Waterbury 91
Electric Fixture Wire Rockbestos Products Corp (asbestos insulated)	New Haven	Fans-Electric
Electric Hand Irons Winated Hardware Mfg Co (trade mark "Durabil")	Winsted	General Electric Company
Electric Insulation Case Brothers Inc	Manchester	Fasteners-Slide & Snap
Electric Knife Switches Gregory Manufacturing Co Inc	Manchester	G E Prentice Mfg Co The Scovill Manufacturing Company (Snap)
Electrical Outlet and Switch Boxes, and Covers	New Haven	Felt
General Electric Company	Bridgeport	Auburn Manufacturing Company The (mechanical, cut parts)
Electric Panel Boards Federal Electric Products Co Inc	Hartford	Felt-All Purpose
Trumbull Electric Mfg Co The	Plainville	American Felt Co (Mills & Cutting Plant)
Electric Safety Switches Federal Electric Products Co Inc	Hartford	Ferrules
Trumbull Electric Mfg Co The	Plainville	Waterbury Companies Inc
Electric Signs United Advertising Corp	New Haven	Fibre Board
Electric Specialties Gregory Manufacturing Co Inc	New Haven	Case Brothers Inc
Electric Time Controls R W Cramer Company Inc	The Centerbrook	North Westchester
Electric Timepieces New Haven Clock and Watch Co The (auto- mobile and alarm)	New Haven	Rogers Corporation (Specialty)
Electric Wire Rockbestos Products Corp (asbestos insulated)	New Haven	File Cards
Electrical Circuit Breakers Federal Electric Products Co Inc	Hartford	Standard Card Clothing Co The
Electrical Conduit Fittings & Grounding Specialties	Hartford	Stafford Springs
Gillette-Vibber Company The	New London	Film Spools
Electrical Control Apparatus Federal Electric Products Co Inc	Hartford	Watkins Manufacturing Co Inc
Trumbull Electric Mfg Co The	Plainville	Finger Nail Clippers
Electrical Goods		Colt's Manufacturing Company
A C Gilbert Co	New Haven	Hartford
Electrical Motors U S Electrical Motors Inc	Milford	Remington Arms Co Inc
Electrical Recorders	Waterbury	Winchester Repeating Arms Company Division
Bristol Co The	Waterbury	Olin Industries Inc
Electrical Relays and Controls Allied Control Co	Plantsville	New Haven
Electronic Equipment		Fire Hose
Airadio Incorporated	Stamford	Fabrics Fire Hose (municipal and industrial)
Electronics		Sandy Hook
Crystal Research Laboratories Inc	Hartford	Fireplace Goods
Gray Manufacturing Company The	Hartford	American Windshield & Specialty Co The
United Cinephone Corporation	Torrington	881 Boston Post Road
Electroplating		John P Smith Co The (screens)
National Sherardizing & Machine Co	Hartford	423-33 Chapel St
Waterbury Plating Company	Waterbury	Fireproof Floor Joists
Electroplating-Equipment & Supplies Enthone Inc	New Haven	New Haven
Electrotypes W T Barns & Co Inc (all classes)	New Haven	Fireworks
Elevators		M Backes' Sons Inc
Eastern Machinery Co The (passenger and freight)	New Haven	Wallingford
General Elevator Service Co	Hartford	Fishing Tackle
		Bevin-Wilcox Line Co The (lines)
		East Hampton
		H C Cook Co The
		32 Beaver St Ansonia
		Horton Mfg Co The (reels, rods, lines)
		Bristol
		Jim Harvey Div Local Industries Inc (nets, lures)
		Lakeville
		Flashlights
		Winchester Repeating Arms Company Division
		Olin Industries Inc
		New Haven
		Flashlights and Radio Batteries
		Wichester Repeating Arms Company Division
		Olin Industries Inc
		New Haven
		Floor & Ceiling Plates
		Beaton & Cadwell Mfg Co The
		New Britain
		Gaynor Electric Company Inc
		Bridgeport
		Fluorescent Lighting Equipment
		Vanderman Manufacturing Co The
		Willimantic
		Wiremold Company The
		Hartford
		Food Mixers-Electric
		General Electric Company
		Bridgeport
		Forgings
		Clark Brothers Bolt Co
		Middletown
		Heppenstall Co (all kinds and shapes)
		Bridgeport
		Scovill Manufacturing Company (Non-ferrous)
		Waterbury 91
		Foundries
		Sessions Foundry Co The (iron)
		Bristol
		Union Mfg Co (gray iron)
		New Britain
		Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)
		Middletown
		Foundry Riddles
		John P Smith Co The
		423-33 Chapel St
		New Haven
		Rolock Inc (brass, galvanized, steel)
		Southport
		Hat Machinery
		Doran Bros Inc
		Danbury (Advt.)

IT'S MADE IN CONNECTICUT

Health, Surgical & Orthopedic Supports
 Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

Heat Lamps
 General Electric Company Meriden

Heat Treating
 A F Holden Co The 52 Richard St West Haven
 Bennett Metal Treating Co The 1945 New Britain Ave Elmwood
 Driscoll Wire Company The New Britain-Gridley Machine Division
 The New Britain Machine Co New Britain
 Stanley P Rockwell Co Inc The 2996 Homestead Ave Hartford

Heat-Treating Equipment
 A F Holden Company The 52 Richard Street West Haven (Main Plant)
 Autoyre Company The Oakville
 Stanley P Rockwell Co Inc The (commercial) 2996 Homestead Ave Hartford
 Wallace Barnes Co The Div Associated Spring Corp

Heat Treating Salts and Compounds
 A F Holden Company The 52 Richard Street West Haven

Mitchell-Bradford Chemical Co
 Miller Company The (domestic oil burners and heating devices) Meriden

Hex-Socket Screws
 Bristol Company The Waterbury

Highway Guard Rail Hardware
 Malleable Iron Fittings Co Branford

Hinges
 Homer D Bronson Company Beacon Falls

Hobs and Hobbing
 ABA Tool & Engineering Co Manchester

Hoists and Trolleys
 Union Mfg Company New Britain

Home Laundry Equipment
 General Electric Company Bridgeport

Hose Supporter Trimmings
 Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport

Hospital Signal Systems
 Connecticut Telephone & Electric Division of Great American Industries Inc Meriden

Hot Water Heaters
 Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids
 Eis Manufacturing Co Middletown

Industrial Finishes
 Zapon Div Atlas Powder Co Stamford

Industrial and Marking Tapes
 Seamless Rubber Company The New Haven

Industrial Refrigeration
 Bowser Inc Refrigeration Division (Specialists) Terryville

Infra-Red Equipment
 Leeds Electric and Mfg Co The Hartford

Insecticides
 American Cyanamid & Chemical Corp Waterbury

Darworth Incorporated ("Coracide", DDT Dispenser)
 Bridgeport Brass Company (Aer-a-sol) Bridgeport

Insulated Wire Cords & Cable
 Kerite Insulated Wire & Cable Co Inc The Seymour

Instruments
 Bristol Company The Waterbury
 J-B-T Instruments Inc (Electrical and Temperature) New Haven

Insulation
 Gilman Brothers Co The Gilman

Insulating Refractories
 Mullite Refractories Co The Shelton

Inter-Communications Equipment
 Connecticut Telephone & Electric Division of Great American Industries Inc Meriden

Ironing Machines-Electric
 General Electric Company Bridgeport

Jacquard
 Case Brothers Inc Manchester

Japanning
 J H Sessions & Son Bristol

Jib Borer
 Moore Special Tool Co (Moore) Bridgeport

Jig Boring
 American Standard Co Plantsville

Parsons Tool Inc
 Jig Grinder Bridgeport

Moore Special Tool Co (Moore)
 Jigs and Fixtures Plantsville

American Standard Co
 Jointing

Raybestos Div of Raybestos-Manhattan Inc
 The (compressed sheet) Bridgeport

Key Blanks
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Graham Mfg Co
 Sargent & Company New Haven

Yale & Towne Manufacturing Company
 Stamford

Labels
 J & J Cash Inc (Woven) South Norwalk

Label Moisteners
 Better Packages Inc Shelton

Laboratory Equipment
 Bowser Inc Refrigeration Division

Eastern Industries Inc
 Terryville

Laboratory Supplies
 Macalaster Bicknell Company New Haven

Lacquers & Synthetic Enamels
 Zapon Div Atlas Powder Co Stamford

Ladders
 A W Flint Co 196 Chapel St New Haven

Lampholders-Incandescent and Fluorescent
 General Electric Company Bridgeport

Lamp Shades
 Verplex Company The Essex

Lathe
 Bullard Company The (vertical turret cutmaster and Multi-Au-Matic, vertical multi-spindle) Bridgeport

Leather
 Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Geo A Shepard & Sons Co
 The (sheepskin, shoe upper, garment, grain and suede) Bethel

Leather Goods Trimmings
 G E Prentiss Mfg Co The Kensington

Leather, Mechanical
 Auburn Manufacturing Company The (packings, cubs, washers, etc.) Middletown

Letterheads
 Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Accessories-Fluorescent
 General Electric Company Norfolk

Lights-Trouble
 General Electric Company Bridgeport

Lighting Equipment
 Miller Co The (Miller, Duplexlite, Ivanhoe) Meriden

Waterbury Companies Inc
 Waterbury

Lightning Protection
 Edward H Brown Hartford & New Haven

Lithography
 New Haven Printing Company The New Haven

Locks-Banks
 Yale & Towne Manufacturing Company The Stamford

Locks-Builders
 P & F Corbin Division The American Hardware Corp New Britain

Sargent & Company
 New Haven

Yale & Towne Manufacturing Company
 Stamford

Locks-Cabinet
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Excelsior Hardware Co
 Stamford

Yale & Towne Manufacturing Company
 Stamford

Locks-Suit-Case and Trimmings
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Excelsior Hardware Co
 Stamford

Yale & Towne Manufacturing Company
 Stamford

Locks-Trunk
 Excelsior Hardware Co The Stamford

Yale & Towne Manufacturing Company
 Stamford

Locks-Zipper
 Excelsior Hardware Co The Stamford

Loom-Non-Metallic
 Wiremold Company The Hartford

Luggage Fabric
 Falls Company The Norwich

Lumber & Millwork Products
 City Lumber Co of Bridgeport Inc Bridgeport

Machinery
 Fenn Manufacturing Company The (Special) Hartford

Globe Tapping Machine Company
 (diai type drilling and tapping) Bridgeport

Halldene Machine Company
 The (mill) Thomaston

Peck Stow & Wilcox Co
 The (Machines & tools for sheet metal fabrication—manually & power operated) Southington

Machinery (Continued)
 Standard Machinery Co The (bookbinders) Mystic

Torrington Manufacturing Co
 The (mill) Torrington

Machine Bases
 State Welding Co The (Fabricated Steel & Salvage of Broken Castings) Hartford

Machine Work
 Fenn Manufacturing Company The (precision parts) Hartford

Grandahl Tool and Machine Company
 Hartford

Hartford Special Machinery Co
 The (contract work only) Hartford

National Sherardizing & Machine Co
 (Job) Hartford

Parker Stamp Works Inc
 The (Special) Hartford

Torrington Manufacturing Co
 The (special rolling mill machinery) Torrington

Machines
 Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Patent Button Company
 The Waterbury

Special Devices Inc
 (Special, new developments, engineering, design and construction) Berlin

Machines-Automatic
 A H Nilson Mach Co The (Special) Bridgeport

Machines-Automatic Chucking
 New Britain-Gridley Machine Division

The New Britain Machine Co
 (multiple spindle and double end) New Britain

Machines-Automatic Screw
 New Britain-Gridley Machine Division

The New Britain Machine Co
 (single and multiple spindle) New Britain

Machines-Forming
 A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

Machines-Paper Ruling
 John McAdams & Sons Inc Norwalk

Machines-Precision Boring
 New Britain-Gridley Machine Division

The New Britain Machine Co
 New Britain

Machines-Slotting
 Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

Machines-Thread Rolling
 Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery-Bolt and Nut
 Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery-Cold Heading
 Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery Dealers & Rebuilders
 Botwinik Brothers New Haven

J L Lucas and Son
 Fairfield

Machinery-Metal-Working
 Bristol Metal-working Equipment Hartford

Waterbury Farrel Foundry & Machine Co
 The Waterbury

Machinery-Nut
 Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery-Screw and Rivet
 Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery-Wire Drawing
 Waterbury Farrel Foundry & Machine Co The Waterbury

Mail Boxes, Apartment & Residential
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Milling Machines
 Pitney-Bowes Inc Stamford

Manganese Bronze Ingots
 Whipple and Choate Company Bridgeport

Marine Engines
 Kilborn-Sauer Company (running lights and searchlights) Fairfield

Lathrop Engine Co
 The Mystic

Marine Equipment
 Wilcox Crittenen & Co Inc Middletown

Marine Reverse Gears
 Snow-Nabstedt Gear Corp The New Haven

Marking Devices
 Hoggson & Pettis Mfg Co The New Haven

Matrices
 Parker Stamp Works Inc The (steel) Hartford

W T Barnum & Co Inc
 New Haven

Mattresses
 Palmer Brothers Co Fitchville

Waterbury Mattress Co
 Waterbury

Mechanical Assemblies-Small
 M H Rhodes Inc Hartford

Mechanical Specialties
 Gregory Manufacturing Co Inc The New Haven (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Mechanics Hand Tools	Nickel Silver	Phosphor Bronze Ingots
Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)	Seymour Mfg Co The	Whipple and Choate Company The
	Waterbury Rolling Mills Inc (sheets, strips, rolls)	Bridgeport Photographic Equipment
		Kalart Company Inc Stamford
Metal Cleaners	Nickel Silver Ingots	Photo Reproduction
Apothecaries Hall Co	Whipple and Choate Company The	New Haven Printing Company The
Metal Cleaning Machines	Night Latches	New Haven
Colt's Manufacturing Company	P & F Corbin Division The American Hardware Corp	Piano Repairs
Metal Finishes	New Britain	Pratt Read & Co Inc (keys and action)
Mitchell-Bradford Chemical Co	Sargent & Company New Haven	Piano Supplies
Metal Finishing	Yale & Towne Manufacturing Company The	Pratt Read & Co (keys and actions, backs, plates)
National Sherardizing & Machine Co	Stamford	Pickles
Waterbury Plating Company	Harford	Goodman Brothers Meriden
Metal Goods	Waterbury	Pin Up Lamps
Waterbury Companies Inc (to order)	Waterbury	Verplex Company The
Metalizing	Waterbury	Pipe
Conn Metal Finishing Co	Hamden	American Brass Co The (brass and copper)
Metal Novelties		Bridgeport Brass Co (brass & copper)
H C Cook Co The 32 Beaver St Ansonia		Chase Brass & Copper Co (red brass and copper)
Waterbury Companies Inc	Waterbury	Crane Company (fabricated) Bridgeport
Metal Products		Howard Co (cement well and chimney) New Haven
State Welding Company The	Hartford	Pipe Fittings
Metal Products-Stampings		Corley Co Inc The (300# AAR)
J H Sessions & Son	Bristol	Malleable Iron Fittings Co Plainville
Scovill Manufacturing Company (Made-to-Order)	Waterbury 91	Pipe Plugs
Waterbury Companies Inc	Waterbury	Holo-Krome Screw Corporation The (countersunk)
Metal Specialties		Plastic Buttons
Excelsior Hardware Co The	Stamford	Colt's Manufacturing Company Hartford
Metal Stampings		Frank Parizek Manufacturing Co The West Willington
Autoyre Co The (Small)	Oakville	Patent Button Co
Bridgeport Chain & Mfg Co	Bridgeport	The Waterbury Companies Inc Waterbury
DooVal Tool & Mfg Inc The	Naugatuck	Plasticrete Bloc
Excelsior Hardware Co The	Stamford	Plasticrete Corp Hamden
Grandahl Tool and Machine Company	Hartford	Plastic Film Printing
Greist Mfg Co The 503 Blake St New Haven	503 Blake St New Haven	Glasgo Finishing Co The Glasgo
Hayes Metal Stampings Inc	Hartford	Plastic Gems
H C Cook Co The 32 Beaver St Ansonia	32 Beaver St Ansonia	Colt's Manufacturing Company Hartford
J A Otterbein Company The (metal fabrications)	Middletown	Plastic Molders
J H Sessions & Son	Bristol	General Electric Company Meriden
Patent Button Co The	Waterbury	Plastic-Moulders
Plume & Atwood Mfg Co The (brass, copper and steel)	Waterbury	Colt's Manufacturing Company Hartford
G E Prentice Mfg Co The	Kensington	Conn Plastics Waterbury
Saling Manufacturing Company	Unionville	Geo S Scott Mfg Co The Watertown Mfg Co The Watertown Companies Co Watertown
Scovill Manufacturing Company	Waterbury 91	Plastics-Moulds & Dies
Stanley Works The	New Britain	Parker Stamp Works Inc The (for plastics) Hartford
Verplex Company The (Contract)	Essex	Plates-Switch
Waterbury Companies Inc	Waterbury	General Electric Company Bridgeport
Meters-Gas		Plasters
Sprague Meter Company	Bridgeport	Christie Plating Co Groton
Microscope-Measuring		Patent Button Co The Waterbury
Lundeberg Engineering Company	Hartford	Plainville Electro Plating Co The Plainville
Milk Bottle Carriers		Waterbury Plating Company Waterbury
John P Smith Co The	423-33 Chapel St New Haven	Chromium Process Company The Waterbury
Millwork		Plating only
Hartford Builders Finish Co	Hartford	Plasters-Chrome
Millboard		Hartford Chrome Corporation The Hartford
Raybestos Div of Raybestos-Manhattan Inc The (asbestos)	Bridgeport	Plainville Electro Plating Co The Plainville
Milling Machines		Apothecaries Hall Company Waterbury
Rowbottom Machine Company Inc (cam)	Waterbury	MacDermid Incorporated Waterbury
Mill Supplies		Plating
Wilcox Crittenden & Co Inc	Middletown	Conn Metal Finishing Co Hamden
Minute Minders		Plumbers' Brass Goods
Lux Clock Mfg Co The	Waterbury	Bridgeport Brass Co Bridgeport
Mixing Equipment		Keenly Mfg Co The (special bends) Newington
Eastern Industries Inc	New Haven	Scovill Manufacturing Company Waterbury 48
Monuments		John M Russell Mfg Co Inc Naugatuck
Beijs & Williams Co The	Hartford	Pole Line
Motor Switches		Malleable Iron Fittings Co Branford
Gaynor Electric Company Inc	Bridgeport	Polishing Wheels
Moulded Plastic Products		Williamsville Buff Mfg Co The Danielson
Colt's Manufacturing Company	Hartford	Poly Chokes
Patent Button Co The	Waterbury	Poly Choke Company The (a shotgun choking device) Tariffville
Waterbury Companies Inc	Waterbury	Postage Meters
Watertown Mfg Co The	117 Echo Lake Road Watertown	Pitney-Bowes Inc Stamford
Mouldings		Precious Metals
Himmel Brothers Co The (architectural, metal and store front)	Hamden	J M Ney Company The (for industry) Hartford
Moulds		Prefabricated Buildings
ABA Tool & Engineering Co	Manchester	City Lumber Co of Bridgeport Inc The Bridgeport
Hoggson & Pettis Mfg Co The (steel)		Preserves
114 Brewery St	New Haven	Goodman Bros (and jellies) Meriden
Lundeberg Engineering Company (plastic)	Hartford	Preservatives-Wood, Rope, Fabric
Parker Stamps Works Inc The (compression, injection & transfer for plastics)	Hartford	Darworth Incorporated ("Cuprinol") Simsbury
Sessions Foundry Co The (heat resisting for non-ferrous metals)	Bristol	Press Buttons
Napier Clothing		Gaynor Electric Company Inc Bridgeport
Standard Card Clothing Co The (for textile mills)	Stafford Springs	Press Papers
Nickel Anodes		Case Brothers Inc Manchester (Advt.)
Apothecaries Hall Co	Waterbury	
Seymour Mfg Co The	Seymour	

IT'S MADE IN CONNECTICUT

Presses	Rivets (Continued)
Henry & Wright Manufacturing Company The (automatic mechanical) Hartford	Plume & Atwood Mfg Co The (brass and copper) Waterbury
Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic	Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport
Presses—Power	Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport
Waterbury Farrel Foundry & Machine Co The Waterbury	Roasters—Electric
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69.70) South Norwalk	General Electric Company Bridgeport Rods
Printing	Bristol Brass Corp The (brass and bronze) Bristol
Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford	Scovill Manufacturing Company (Brass and Bronze) Waterbury 91
Hemlinway Corporation The Waterbury	Roller Skates
Hunter Press Hartford	Winchester Repeating Arms Company Division Olin Industries Inc New Haven
New Haven Printing Company The New Haven	Rolling Mills and Equipment
Taylor & Greenough Co The Hartford	Waterbury Farrel Foundry & Machine Co The Waterbury
T B Simonds Inc Hartford	Rubber Chemicals
The Walker-Rackliff Company New Haven	Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) Stamford
Painting—Infrared Baking	Rubberized Fabrics
Grandahl Tool and Machine Company Hartford	Duro-Gloss Rubber Co The New Haven
Printing Presses	Rubber Footwear
Banthin Engineering Co (automatic) Bridgeport	Goodyear Rubber Co The Middletown
Printing Rollers	United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck
Chambers-Stork Company Inc The (engraved) Norwich	Rubber Gloves
Production Control Equipment	Seamless Rubber Company The New Haven
United Cinephone Corporation Torrington	Rubber Heels
Wassell Organization (Produc-Trol) Westport	Danbury Rubber Co Inc The Danbury
Propellers—Aircraft	Rubber Products, Mechanical
Hamilton Standard Propellers Div United Aircraft Corp East Hartford	Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown
Propeller Fan Blades	Rubber Soles
Torrington Manufacturing Co The Torrington	Danbury Rubber Co Inc The Danbury
Pumps	Rubber Tile
Vale & Towne Manufacturing Company The (Tri-rotor) Stamford	Danbury Rubber Co Inc The Danbury
Pumps—Small Industrial	Rubbish Burners
Eastern Industries Inc New Haven	John P Smith Co The 423-33 Chapel St New Haven
Pump Valves	Safety Clothing
Colt's Manufacturing Company Hartford	American Optical Company Safety Division
Punches	Safety Fuses
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven	Putnam Ensign-Bickford Co The (mining & detonating) Simsbury
Putty Softeners—Electrical	Safety Gloves and Mittens
Fletcher Terry Co The Box 415 Forestville	American Optical Company Safety Division
Pyrometers	Safety Goggles
Bristol Co The (recording and controlling) Waterbury	Putnam American Optical Company Safety Division
Quartz Crystals	Sandblasting
Crystal Research Laboratories Inc Hartford	Beij & Williams Co The Hartford
Radiation-Finned Copper	Sandwich Grills—Electric
G & O Manufacturing Company The New Haven	General Electric Company Bridgeport
Vulcan Radiator Co The (steel and copper) Hartford	Capewell Mfg Co The (Hack Saw, Band Saw) Hartford
Radio and Television Components	Saws, Band, Metal Cutting
General Electric Company Bridgeport	Atlantic Saw Mfg Co New Haven
Radio Receivers	Scales—Industrial Dial
General Electric Company Bridgeport	Kron Company The Bridgeport
Rayon Specialties	Scissors
Hartford Rayon Corporation The Rocky Hill	Acme Shear Company The Bridgeport
Rayon Yarns	Screens
Hartford Rayon Corporation The Rocky Hill	Hartford Wire Works Co The (Windows, Doors and Porches) Hartford
Reamers	Screw Caps
O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton	Weimann Bros Mfg Co The (small for bottles) Derby
Recorders	Screws
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury	Atlantic Screw Work (wood) Hartford
Reduction Gears	Blake & Johnson Co The (machine and wood) Waterville
Snow-Nabstedt Gear Corp The New Haven	Bristol Company The (socket set and socket cap screws) Waterbury
Refractories	Charles Parker Co The (wood) Meriden
Howard Company New Haven	Clark Brothers Bolt Co Milldale
Regulators	Connecticut Mfg Co The (machine) Waterbury
Norwalk Valve Company (for gas and air) South Norwalk	Corbin Screw Div American Hardware Corp New Britain
Resistance Wire	Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford
C O Jelliff Mfg Co The (nickel, chromium, kantal) Southport	Scovill Manufacturing Company Waterbury 91
Respirators	Screw Machines
American Optical Company Safety Division Putnam	H P Townsend Mfg Company The Hartford
Retainers	Screw Machine Accessories
Hartford Steel Ball Co The (bicycle & automotive) Hartford	Barnaby Manufacturing and Tool Company Bridgeport
Riveting Machines	Screw Machine Products
Grant Mfg & Machine Co The Bridgeport	Apex Tool Co Inc The Bridgeport
H P Townsend Manufacturing Co The Hartford	Blake & Johnson Co The Waterville
I-R Mfg Div of The Ripley Co Torrington	Bristol Screw Corporation Plainville
Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport	Centerless Grinding Co Inc The (Heat treated and ground type only) Bridgeport
Rivets	19 Staples Street Bridgeport
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville	Connecticut Manufacturing Company The Waterbury
Clark Brothers Bolt Co Milldale	Corbin Screw Div American Hardware Corp New Britain
Connecticut Manufacturing Company The Waterbury	Duda & Goodwin Mfg Co Woodbury
J II Session & Sons Bristol	

IT'S MADE IN CONNECTICUT

Sponge Rubber		Surgical Dressings		Tools, Dies & Fixtures
Sponge Rubber Products Co The	Shelton	Acme Cotton Products Co Inc	East Killingly	Fonda Gage Company (also jigs)
Spreads		Seamless Rubber Company	New Haven	Stamford Grandahl Tool and Machine Company
Palmer Brothers Co	Fitchville	Surgical Rubber Goods		Hartford
Spring Colling Machines		Seamless Rubber Company	New Haven	New Haven
Torrington Manufacturing Co The	Torrington	Switches—Electric		
Spring Units		General Electric Company	Bridgeport	Tools, Hand & Mechanical
Owen Silent Spring Co Inc (mattresses and furniture)	Bridgeport	Switchboards Wire and Cables		Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)
Spring Washers		Rockbestos Products Corp (asbestos insulated)	New Haven	Bridgeport
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Synchronous Motors		Toys
Springs—Coil & Flat		R W Cramer Company Inc The	Centerbrook	A C Gilbert Company
Han-Dee Spring and Manufacturing Co The (Coil and Flat)	Hartford	Haydon Manufacturing Co Inc	Torrington	Geo S Scott Mfg Co The
Humason Mfg Co The	Forestville	Tanks		Gong Bell Co The
New England Spring Manufacturing	Unionville	Bigelow Company The (steel)	New Haven	N H Hill Brass Co The
Peck Spring Co The	Plainville	State Welding Co The	Hartford	East Hampton
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Storts Welding Company (steel and alloy)		Waterbury Companies Inc
Springs—Flat			Meriden	Waterbury
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Tape		Trucks—Industrial
New England Spring Manufacturing Company	Unionville	Russell Mfg Co The	Middletown	George P Clark Co
Springs—Furniture		Walton Co The	94 Allyn St Hartford	Windsor Locks
Owen Silent Spring Co Inc	Bridgeport	Taps, Collapsing		Trucks—Lift
Springs—Wire		Geometric Tool Co The	New Haven	Excelsior Hardware Co The
Colonial Spring Corporation The	Hartford	Brownell & Co Inc	Moodus	Stamford
Connecticut Spring Corporation The (compression, extension, torsion)	Hartford	Upham Food Products Inc	package and tea balls)	George P Clark Co
D R Templeman Co (jewelry)	Plainville	Tea	Hawleyville	Windsor Locks
J W Bernston Company (Coil and Torsion)	Plainville	Telemetering Instruments		Excelsior Hardware Co The (lift)
New England Spring Mfg Co	Unionville	Bristol Co The	Waterbury	Stamford
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Television Receivers		Tube Bending
Springs, Wire & Flat		General Electric Company	Bridgeport	American Tube Bending Co Inc
Autoyre Company The	Oakville	Textile Machinery		New Haven
Stair Pads		Merrow Machine Co The	2814 Laurel St	Tube Clips
Palmer Brothers Company	New London	Textile Mill Supplies		H C Cook Co The (for collapsible tubes)
Stamps		Ernst Bischoff Company Inc	Ivoryton	32 Beaver St
Hoggson & Pettis Mfg Co The (steel)	New Haven	Textile Processors		Ansonia
141 Brewery St		American Dyeing Corporation (rayon, acetate)		Weimann Bros Mfg Co The (for collapsible tubes)
Parker Stamp Works Inc The (steel)	Hartford	Aspinook Corp The (cotton)	Jewett City	Derby
Stampings		Therapeutic Equipment		Tubing
DooVal Tool & Mfg Inc The	Naugatuck	Airaid Incorporated	Stamford	American Brass Co The (brass and copper)
Han-Dee Spring and Manufacturing Co The (Small)	Hartford	Thermometers		Scovill Manufacturing Company
Stampings—Small		Bristol Co The (recording and automatic control)	Waterbury	Waterbury
Greist Manufacturing Co The	New Haven	Manning Maxwell & Moore Inc	Bridgeport	91
L C White Company The	Waterbury	Thermostats		Scovill Manufacturing Company
Rogers Corporation (Fibre Cellulose Paper)	Manchester	Bridgeport Thermostat Company Inc (automatic)		Waterbury 91
Scovill Manufacturing Company	Waterbury	Thin Gauge Metals		Typewriters
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Thinsheet Metals Co The (plain or tinned in rolls)	Waterbury	Royal Typewriter Co Inc
Waterbury Companies Inc	Waterbury	Thread		Underwood Corporation
Steel		American Thread Co The	Willimantic	Typewriters—Portable
Stanley Works The (hot and cold rolled strip)	New Britain	Gardiner Hall Jr Co The (cotton sewing)	South Willington	Underwood Corporation
Steel Castings		Lloyd E Cone Thread Co The (industrial cotton sewing)		Typewriter Ribbons and Supplies
Hartford Electric Steel Co The (carbon and alloy steel)	540 Flatbush Ave	Max Pollack & Co Inc Groton and Willimantic	Moodus	Underwood Corporation
Malleable Iron Fittings Co	Brantford	Wm Johl Manufacturing Co	Mystic	Hartford and Bridgeport
Nutmeg Crucible Steel Co	Brantford	Threading Machines		Underclearer Rolls
Steel—Cold Rolled Spring		Grant Mfg & Machine Co The (double and automatic)	Bridgeport	Sopoco Products Co (Climax-Lowell Div)
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Time Recorders		Mystic
Steel—Cold Rolled Stainless		Stromberg Time Corp	Thomaston	Union Pipe Fittings
Wallingford Steel Company	Wallingford	Timers, Interval		Corley Co Inc The (300# AAR)
Steel—Cold Rolled Strip and Sheets		Haydon Manufacturing Co Inc	Torrington	Plainville
Wallingford Steel Company	Wallingford	H C Thompson Clock Co The	Bristol	Upholstery Fabrics—Woolen & Worsted
Steel Goods		R W Cramer Company Inc The	Centerbrook	Broad Brook Company (automobile, airplane, railroad)
Merriam Mfg Co (sheets products to order)	Durham	Timing Devices		Broad Brook
Waterbury Companies Inc	Waterbury	Haydon Manufacturing Co Inc	Torrington	Vacuum Bottles and Containers
Steel Strapping		R W Cramer Company Inc The	Centerbrook	American Thermos Bottle Co
Stanley Works The	New Britain	Seth Thomas Clocks	Thomaston	Norwich
Stereotypes		United States Time Corporation	The	Vacuum Cleaners
W T Barnum & Co Inc	New Haven	Timing Devices & Time Switches	Waterbury	Spencer Turbine Co The
Stop Clocks, Electric		Haydon Manufacturing Co Inc	Torrington	Hartford
H C Thompson Clock Co The	Bristol	M H Rhodes Inc	Hartford	Valves
Straps, Leather		Tinning		Norwalk Valve Company (sensitive check valves)
Auburn Manufacturing Company	The (textile, industrial, skate, carriage)	Thinsheet Metals Co The (non-ferrous metals in rolls)	Waterbury	W S Rockwell Company (Industrial)
Studio Couches	Middletown	Wilcox Crittenden & Co Inc	Middlebury	Fairfield
Waterbury Mattress Co	Waterbury	Tool Chests		Valve Discs
Sunlamps		Vanderman Manufacturing Co The	Willimantic	Colt's Manufacturing Company
General Electric Company	Meriden	Tools & Dies		Hartford
Super Refractories		Moore Special Tool Co	Bridgeport	Valves—Automatic Air
Mullite Refractories Co The	Shelton			Beaton & Cadwell Mfg Co
Surface Metal Raceways & Fittings				New Britain
Wiremold Company The	Hartford			Valves—Automobile Tire
				Bridgeport Brass Company
				Valves—Radiator Air
				Bridgeport Brass Company
				Valves—Relief & Control
				Beaton & Cadwell Mfg Co
				New Britain
				Valves—Safety & Relief
				Manning Maxwell & Moore Inc
				Bridgeport
				Varnishes
				Staminitie Corp The
				New Haven
				Velvets
				Leiss Velvet Mfg Co Inc The
				Willimantic
				Velvet Textile Corporation The (velveteen)
				West Haven
				Ventilating Systems
				Colonial Blower Company
				Hartford
				Connecticut Blower Company
				Hartford
				Vibrators—Pneumatic
				New Haven Vibrator Company (industrial)
				New Haven
				Vises
				Charles Parker Co The
				Meriden
				Fenn Manufacturing Company The (Quick Action Vises)
				Hartford
				Vanderman Manufacturing Co. The (Combination Bench Pipe)
				Willimantic

(Continued on page 56)

(Advt.)

It's Made in Connecticut

(Continued from page 55)

Waffle Irons—Electric	
General Electric Company	Bridgeport
Washers	
American Felt Co (felt)	Glenville
Auburn Manufacturing Company	The (all materials)
Blake & Johnson	The (brass, copper & non-ferrous)
Clark Brothers Bolt Co	Middletown
J. H. Sessions & Son	Bristol
Plume & Atwood Mfg Co	The (brass & copper)
Raybestos Div of Raybestos-Manhattan Inc	Waterbury
(clutch washers)	Bridgeport
Saling Manufacturing Company	(made to order)
Sessions Foundry Co	Unionville
Sessions Foundry Co The (cast iron)	Bristol
Washers—Felt	
Chas. W. House & Sons Inc	(Mills & Cutting Plant)
Washing Machines—Electric	
General Electric Company	Bridgeport
Watches	
Brenus Watch Co	30 Cherry St
New Haven Clock and Watch Co	The (pocket & wrist)
United States Time Corporation	The
	Waterbury
Waterproof Dressings for Leather	
Viscol Company	The
	Stamford
Wedges	
Saling Manufacturing Company	(hammer & axe)
Welding	
G. E. Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Hartford
Porecupine Company	The
State Welding Co	The (Equipment Mfrs & Steel Fabricators)
Welding—Lead	
Storts Welding Company	(tanks and fabrication)
Welding Rods	
Bristol Brass Co	The (brass & bronze)
	Bristol
Wheels	
Hall Mfg Co	Ansonia
George P. Clark Co	Windsor Locks
Wicks	
Auburn Manufacturing Company	The (felt, asbestos)
	Middletown
Raybestos Div of Raybestos-Manhattan Inc	The (oil burner wicks)
Russell Mfg Co	The
	Middletown
Window & Door Guards	
Hartford Wire Works Co	The
	Hartford
Wire	
Atlantic Wire Co	The (steel)
Bartlett Hair Spring Wire Co	The (Hair Spring)
Bristol Brass Corp	The (brass & bronze)
Driscoll Wire Co	The (steel)
Hudson Wire Co	Winfield
Platt Bros & Co	The (insulated & enameled magnet)
	Winfield
Platt Bros & Co	The (zinc wire)
	P O Box 1030
Rockbestos Products Corp	(asbestos insulated)
Scovill Manufacturing Company	Brass, Bronze and Nickel Silver)
	Waterbury 91
Wire Arches & Trellises	
Hartford Wire Works Co	The
John P. Smith Co	The
	423-33 Chapel St
	New Haven
Wire Baskets	
Rolock Inc	(for acid, heat, degreasing)
	Fairfield
Wire Cable	
Bevin-Wilcox Line Co	The (braided)
	East Hampton
Wires and Cable	
General Electric Company	(for central stations, industrial and mining applications)
	Bridgeport
Wires—Building	
General Electric Company	Bridgeport
Wires—Telephone	
General Electric Company	Bridgeport

Wire Cloth	
Hartford Wire Works Co	The
C. O. Jelliff Mfg Co	The (all metals, all meshes)
	Southport
John P. Smith Co	The
423-33 Chapel St	
Rolock Incorporated	
Wire Drawing Dies	
Waterbury Wire Die Co	The
	Waterbury
Wire Dipping Baskets	
Hartford Wire Works Co	The
John P. Smith Co	The
423-33 Chapel St	
Wire—Enameled Magnet	
Sweet Wire Co	
	Winsted
Wire Formings	
Autoyre Co	The
G. E. Prentice Mfg Co	The
Verplex Company	The
	Oakville
	Kensington
	Essex
Wire Forms	
Colonial Spring Corporation	The
Connecticut Spring Corporation	The
Humason Mfg Co	The
New England Spring Mfg Co	The
Wallace Barnes Co	The
Div Associated Spring Corp	Bristol
Wire Goods	
American Buckle Co	The (overall trimmings)
	West Haven
Patent Button Co	The
Scovill Manufacturing Company	(To Order)
	Waterbury 91
Wiremolding	
Wiremold Company	The
	Hartford
Wire Partitions	
Hartford Wire Works Co	The
John P. Smith Co	The
423-33 Chapel St	
Wire Products	
Craiglow Mfg Company	
	Portland
Wire Reels	
A. H. Nilson Mach Co	The
	Bridgeport
Wire Rings	
American Buckle Co	The (pan handles and tinsmith's trimmings)
	West Haven
Wire Shapes	
Bridgeport Chain & Mfg Co	
	Bridgeport
Wire—Specialties	
Andrew B. Hendryx Co	The
	New Haven
Wood Handles	
Salisbury Cutlery Handle Co	The (for cutlery & small tools)
	Salisbury
Woodwork	
C. H. Dresser & Son Inc	(Mfg all kinds of woodwork)
	Hartford
Hartford Builders Finish Co	
	Hartford
Woven Awning Stripes	
Falls Company	The
	Norwich
Woven Felts—Wool	
Chas. W. House & Sons Inc	(Mills & Cutting Plant)
	Unionville
Yarns	
Hartford Spinning Incorporated	(Woolen, knitting and weaving yarns)
Aldon Spinning Mills Corporation	The (fine woolen and specialty)
Ensign-Bickford Co	The (jute carpet)
	Talcottville
	Simsbury
Zinc	
Platt Bros & Co	The (ribbon, strip and wire)
	P O Box 1030
	Waterbury
Zinc Castings	
Newton-New Haven Co Inc	688 Third Ave
	West Haven

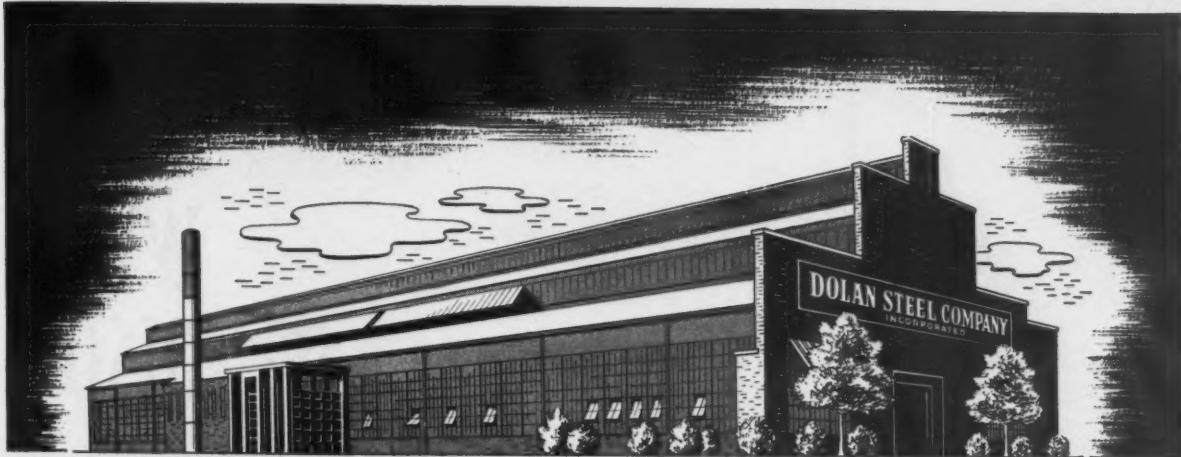
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Service Section

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Advertising Index

A-1 Business Services	39
Allen Mfg. Co., The	30
American Appraisal Co., The	39
American Engineering Export Corp.	24
Bader Co., The C. A.	31, 37
Barney's	37
Brinnell Co., The	33
Bristol Metalworking Equipment	34
Byrnes, Inc., T. F.	36
Caproni, Leo F.	37
Case, Lockwood & Brainard, Div. of Conn. Printers, Inc.	Outside Back Cover
Detroit Steel Corp.	32
Diamond Tool and Die Works	39
Dolan Steel Co., Inc.	Inside Back Cover
Dowd, Wyllie & Olson, Inc.	Outside Back Cover
Eastern Machinery Co., The	31
Edgcomb Steel of New England, Inc.	38
Federal Electric Products Co.	20
Flint Co., A. W.	42
Gair Co., Inc., Robert	5
General Electric Co.	3
Geometric Tool Co., The	46
Graceman, Ed	36
Graphic Arts Co., The	41
Gray Manufacturing Co., The	28, 29
Hampden Brass & Aluminum Co.	22
Hartford Special Machinery Co., The	23
Howard Co., The	23
Industrial Cutter Service	34
Jones & Company, Inc., T.A.D.	35
Kasden & Sons, H., Inc.	Inside Front Cover
Kellogg & Bulkeley, Div. of Conn. Printers, Inc.	45
King Co., The Alfred B.	23
Liberty Mutual Insurance Co.	25
Maier & Co., Ward	44
Mathewson Machine Works, Inc.	4
Merritt & Co., Joseph	23
Neiditz Bros.	44
New England Industrial Development Corp.	34
Nutmeg Crucible Steel Co., The	23
Nutmeg Sign Co.	34
Office Management Services, Inc.	31
Parker Stamp Works, Inc., The	26
Photo-Craft	39
Plocar Co., John J.	27
Robertson Paper Box Co., Inc.	19
Roger Sherman Transfer Co.	2
Russell Co., Edw. E.	26
SoundScriber Corp., The	21
Souther Engineering Co., The Henry	34
Southern New England Telephone Co.	Outside Back Cover
Thompson Water Cooler Co.	37
Travelers Insurance Companies, The	6
Wallace Barnes Co.	40
Wiremold Co., The	46
Youngberg Bros.	34



The ONLY Warehouse in Connecticut dealing EXCLUSIVELY in SHEET and STRIP STEEL

A black and white map of the New England region, showing the states of Maine, New Hampshire, Vermont, Massachusetts, Connecticut, and New York. A small map of Connecticut is shown in the lower-left corner, with a circle highlighting the area around Bridgeport. A road or rail line is drawn from the main map towards the highlighted area. The text 'DOLAN STEEL COMPANY, INC.' is printed in large, bold, white letters. Below it, the address '810 Union Avenue' and 'BRIDGEPORT 7, CONNECTICUT' are given, along with the telephone number 'TEL. BRIDGEPORT 5-8174'. The word 'DOLAN' is also visible on a small circular emblem near the bottom left of the map area.



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